U.S. ARMY MISSION COMMAND TRAINING & EDUCATION PLAN FY 18-20

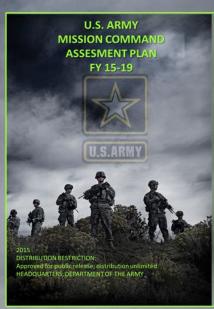
U.S. ARMY
MISSION COMMAND STRATEGY
FY 13-19

U.S. ARMY

U.S. ARMY

DISTRIBUTION RESTRICTION:
Approved for public release; distribution unlimited HEADQUARTERS, DEPARTMENT OF THE ARMY







MCTEP is available at MCCOE DOT Mission Command Resources web page:

http://usacac.army.mil/core-functions/mission-command

MCTEP ii

FOREWORD

The U.S. Army Mission Command Training and Education Plan (MCTEP) provides a roadmap of progressive learning requirements throughout a Soldiers/civilians career. Each learning requirement is nested within the institutional, operational, and self-development domains with an integrated crosswalk of training tasks (T&EOs) linked to educational outcomes (TLOs) within the newly approved Army Learning Area (ALA) construct. The MCTEP provides a holistic view of training and education outcomes at specific cohorts, ranks, and echelons to facilitate shared understanding of expectations on what Soldiers/civilians should "know" or be able to "do" when they transition between the institutional, operational, and self-developmental domains.

The MCTEP is intended to form the foundation for "common core" PME curriculum which will be developed across TRADOC schools and centers. Through the synchronization and integration of MCTEP outcomes, schools and centers will be able to develop sequential and progressive learning curriculum across Army cohorts.

The Combined Arms Center, Mission Command Center of Excellence points of contact for this action include: BG James Mingus at commercial: (913) 684-4275, or email: james.j.mingus.mil@mail.mil; Col. Nick Crosby at commercial: (913) 684-6818, or email: patrick.n.crosby.mil@mail.mil; or Mr. David Stephan at commercial: (913) 684-8594, or email: david.m.stephan2.civ@mail.mil.

LTG Michael D. Lundy

Commanding General, Combined Arms Center

MCTEP iii

Executive Summary

The Mission Command Training and Education Plan (MCTEP) is the final implementation component of the Army Mission Command Strategy (AMCS). The MCTEP provides the framing and education overtones to achieve the AMCS strategic objectives and endstate.

- The <u>AMCS</u> seeks to achieve unity of effort to effectively integrate and synchronize operational and institutional
 forces roles and responsibilities to implement mission command (MC) across DOTMLPF domains. The AMCS
 strategic endstate is Army-wide understanding and effective practice of the MC philosophy executed through
 the MC warfighting function leading to successful unified land operations (ULO) in support of the joint force.
- The <u>AMCAP</u> establishes measures of effectiveness (MOE) with standards, identifies assessment indicators, and assigns roles and responsibilities to assess the Army's progress in achieving the AMCS strategic ends.
- The <u>MCTEP</u> integrates and synchronizes MC training, education, and experiences within and between all Army cohorts and levels.

The MCTEP integrates and synchronizes DOTMLPF means within and between institutional, operational, and self-development learning domains in order to achieve the AMCS strategic objectives.

WAYS **ENDS MEANS AMCS Strategic Objectives** DOTMLPF Education **AMCAP MC Standards** Officer PME AMCAP MOE 1-1: Army leaders demonstrate AMCS SO 1-1: All Army leaders MC Individual Critical Task List Pre-Comm, BOLC, Pre-Comm, BOLC, an understanding of the MC Philosophy during CCC, CGSC, AWC, PCC PME-CES. understand the MC philosophy. MC Programs of Instructions (POI) **Combined Arms Opns POIs** Warrant PME AMCS SO 2-1: Commanders, MC General Learning Outcomes WOC, WOBC, WOAC, staffs, and units understand all aspects of the MC WfF. WOILE, WOSSC **MC Terminal Learning Outcomes** AMCAP MOE 2-1: Army leaders demonstrate an understanding of MC WfF tasks during PME. **MC Enabling Learning Outcomes** NCO PME BLC, ALC, SLC, MLC, SMA, PCC Classrooms, Equipment, Instructors AMCS SO 3-1: A MC system AMCAP MOE 3-2-1: Army leaders demonstrate Civilian Education enables units to effectively execute MC WfF commander. **Centers of Excellence** Foundation, Basic, an understanding of the MC system during Schools Interm., Advanced PME and MC functional training. staff, and additional tasks. **Training Areas Training AMCAP MC Standards** Home Station Training AMCAP MOE 1-2: Army leaders demonstrate MC Individual Critical Task List FTX, CPX, STAFFEX, proficiency in the practice of the MC AMCS SO 1-2: All Army leaders STX, Sust. Training philosophy during training, operations, MCDMG Program of Instruction are proficient in the practice of garrison, and institutional activities. the MC philosophy. **IOQC Program of Instruction KMQC Program of Instruction** CTC Training Rotations AMCAP MOE 2-2: Commanders and staffs Classrooms, Equipment, Instructors demonstrate proficiency in executing MC WfF JRTC, NTC, JMRC, **Combat Training Centers** MCTP tasks during training and operations. Mission Training Complexes AMCS SO 2-2: Commanders. staffs, and units effectively MC Digital Gunnery Tables AMCAP MOE 3-2-2: Army leaders execute MC WfF tasks. **Regional Training Centers** demonstrate proficiency in organizing and **Functional Training** MCDMG Crs, IOQC Crs, employing the MC system during training, Centers of Excellence/Schools KMQC Crs, PCC operations, and garrison activities. **Combined Arms Training Strategies Experience** AMCS SO 3-2: Commanders staffs, and units are proficient in **AMCAP MC Standards** organizing and employing the **Evaluations** Command Selection Boards **Assignment Practices** MC Individual Critical Task List **Evaluation Reports** Leadership Counseling, Coaching, Mentoring Self Development

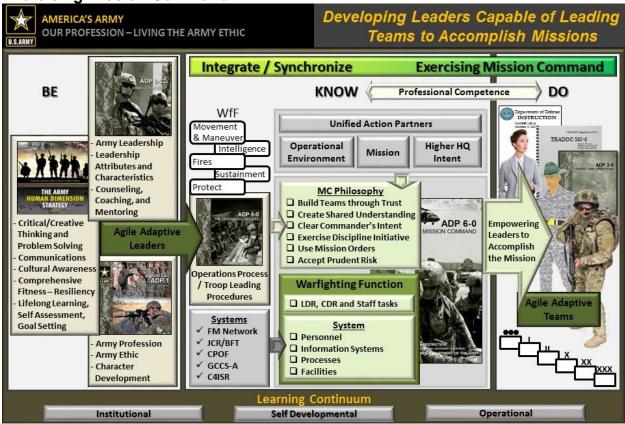
The Army develops leaders to exercise MC within the context of ULO. Leader development aligns training, education, and experiences to prepare leaders who exercise MC to prevail in ULO. A continuous and progressive process spans a leader's entire career. Leader development and unit training are inextricably linked and are vital to the Army. All stakeholders, especially the educational and training communities, must collectively achieve unity of effort to attain the AMCS end state.

Military and civilian leaders in all Army Commands, Army Service Component Commands, Direct Reporting Units, Army National Guard, U.S. Army Reserve, and the Army staff are stakeholders in implementing MC. The AMCS, AMCAP, and MCTEP collectively set the course for implementing MC throughout the Army. The output of MCTEP implementation is improved leader proficiency in the exercise of MC and a higher state of unit combat readiness.

MCTEP iv

PREFACE





As described in the figure above, the Army is charged with developing agile and adaptive leaders capable of leading teams to accomplish assigned missions. Because the Mission Command Philosophy and Army Leadership Attributes are inextricably linked, the Army develops leaders capable of exercising Mission Command.

As with leader development, the effective exercise of Mission Command is developed from a combination of education, training, and experience. Building competence follows a systematic approach, from mastering individual competencies to applying them in increasingly complex and ambiguous situations. As Soldiers and Civilians develop, the required leader knowledge, skills, and attributes expand in depth and breadth in order to succeed at increasingly more difficult tasks, conditions and standards found at each subsequent rank or echelon.

An enduring expression for Army leadership, as reflected in the Army Leader Requirements Model (ALRM), is BE-KNOW-DO. Army leadership describes what the leader must BE—the values and attributes that shape character. Soldiers and Civilians must have a solid foundation of Army leadership and the profession of arms. Additionally, Army leadership doctrine calls for leaders to BE skilled in critical and creative thinking, communications, cultural awareness, comprehensive fitness, and resiliency. The outcome of BE through Army education, training, and experience is the creation of agile and adaptive leaders grounded in lifelong learning of the Army Profession.

The knowledge required to lead at a specific echelon is what Soldiers and Civilians need to KNOW. Effective leadership requires individual mastery of the echelon specific technical, tactical, and professional competency of functions over which the Soldier/Civilian will lead. A leader gains professional competence of Mission Command through the proper application of the Mission Command Philosophy. Individual leaders receive education, training, and experience to become skilled in the building of collaborative environments, the commitment to develop subordinates, the courage to trust, the confidence to delegate, the patience to overcome adversity, and the restraint to allow lower echelons to develop the situation. Tactical competence in Mission Command is gained through the

MCTEP v

understanding and repeated application within the Mission Command Warfighting Function. Individual leaders receive education, training, and gain experience conducting specific leader, commander, and staff tasks associated with the MC WfF. Knowledge of planning processes such as troop leading procedures, the operations process, and the army design methodology provide Soldiers and Civilians the necessary tools to properly identify problems and integrate their solutions with unified action partners, while remaining sensitive to the operational and strategic implications of their actions. Further, a thorough understanding of the entire operations process (plan, prepare, execute and assess) gives leaders a firm foundation for what they "DO". The outcome of KNOW through Army education, training, and experience is the expansion of agile and adaptive leaders capable of making complex decisions in uncertain operational environments.

While character and knowledge are necessary, by themselves they are not enough. Leaders cannot be effective until they apply what they know. What leaders DO - their actions, are directly related to the influence they have on others and what is done. Soldiers and Civilians have a responsibility to demonstrate professional competence in their assigned MOS/career programs. Leaders also need to demonstrate leadership competence at each echelon they are assigned leadership responsibilities. Leaders demonstrate competence by effectively exercising the Mission Command philosophy and integrating/synchronizing the leader/commander and staff tasks within the mission command warfighting function. As with knowledge, Soldiers will continue to learn and develop leadership skills and practice the exercise of Mission Command, through continuous Army education, training, and experience gained throughout a career. The outcome of DO is the application of agile and adaptive Army leaders capable of leading teams to accomplish their assigned missions.

INTRODUCTION

Mission Command Training and Education Plan (MCTEP):

The purpose of the MCTEP is to provide a holistic set of "learning" outcomes to synchronize Mission Command, Army Leadership and the Profession, and Human Dimension, training, education, and experience across the institutional, operational, and self-developmental domains in order to develop leaders capable of exercising Mission Command. The MCTEP achieves this through a horizontal and vertical nesting of education outcomes (Terminal Learning Objectives, TLOs – Knowledge, Skills, Attributes) across Army cohorts, ranks, and echelons with increasing levels of complexity within the four Army Learning Areas (ALAs) and fourteen General Learning Outcomes (GLOs). The education outcomes are then linked to the associated training task (Training and Evaluation Outlines, T&EOs – Task, Condition, Standard). The MCTEP serves as a roadmap to develop cross cohort common core curriculum, and training products within the Institutional and Operational Army to train Soldiers to be agile and adaptive leaders capable of leading teams to accomplish assigned missions (BE-KNOW-DO).

MCTEP Influence on Institutional, Operational, and Self-Development Domains:

The Mission Command Training and Education Plans provides a roadmap of progressive learning requirements throughout a Soldiers/Civilians career that are nested within the institutional, operational, and self-development domains thru an integrated crosswalk of operational level training tasks (T&EOs) linked to educational taxonomy (TLOs) within the ALA construct. The MCTEP provides training and education outcomes at specific cohort, ranks, and echelons to facilitate shared understanding of expectations on what Soldiers/civilians should "know" or be able to "do" when they transit between the institutional, operational, and self-developmental domains.

MCTEP vi

U.S. Army Mission Command Training and Education Plan Table of Contents

		Page
	Executive Summary	iii
	Preface	
	Introduction	vi
Purpose		1
Backgroun	d	1
8	Foundational MC Terms	
	Relationship to Other Army Strategies	
	Learning Domains	
Developing	Leaders to Exercise Mission Command	
1 0	Leader Development and Unit Readiness	
	Army Learning Areas	
	Education	6
	Training	7
	Experience	9
Roles and I	Responsibilities	9
	Total Army	9
	Operational (Operating) Force	9
	Institutional (Generating) Force	10
Summary a	and Conclusions	10
Appendix A	A Army Learning Area Desired Knowledge Levels by Cohort	A-1
Appendix I	3 Integrating Training and Education for Officers	В-1
Appendix (C Integrating Training and Education for Warrant Officers	C-1
Appendix I	Integrating Training and Education for Noncommissioned Officers	D-1
Appendix I	E Integrating Training and Education for Army Civilians	Е-1
	Glossary	. Glossary-1

U.S. Army Mission Command Training and Education Plan

PURPOSE

The U.S. Army Mission Command Training and Education Plan (MCTEP) integrates and synchronizes mission command (MC) training, education, and experiences within and between all Army cohorts and levels.

AMCS Strategic End state

Army-wide understanding and effective practice of the MC philosophy executed through the MC warfighting function leading to successful unified land operations (ULO) in support of the joint force.

The MCTEP is the implementation instrument by which the Army achieves the AMCS strategic objectives and endstate. It integrates and synchronizes MC training, education, and experiences by integrating and synchronizing operational/operating and institutional/generating forces' roles and responsibilities to achieve Army-wide understanding and effective practice of the MC philosophy executed through the MC warfighting function (WfF). The output of MCTEP implementation is improved leader proficiency in the exercise of MC and a higher state of unit combat readiness.

BACKGROUND

The <u>AMCS</u> (12 June 2013) seeks to achieve unity of effort to effectively integrate and synchronize operational/operating and institutional/generating forces roles and responsibilities to implement mission command across DOTMLPF domains. The <u>AMCAP</u> (19 June 2015) establishes measures of effectiveness (MOE) with standards, identifies assessment indicators, and assigns roles and responsibilities to assess the Army's progress in achieving the AMCS strategic ends and objectives. Each measure of effectiveness has standards that measure specific aspects of the MC philosophy, MC WfF tasks, and MC system.

FOUNDATIONAL MC TERMS

- Mission command (philosophy) is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower leaders to be agile and adaptive in the conduct of ULO. (ADP 6-0)
- The *mission command warfighting function* is the related tasks and systems that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions. (ADP 6-0)
- The *exercise of mission command* encompasses how Army commanders apply the foundational MC philosophy with the MC WfF. Together, the mission command philosophy and WfF guide, integrate, and synchronize Army forces throughout the conduct of ULO. (ADP 6-0)
- A *mission command system* is the arrangement of personnel, networks, information systems, processes, procedures, facilities, and equipment that enable commanders to conduct operations. (ADP 6-0)
- The operating force consists of units organized, trained, and equipped to deploy and fight. (ADP 1)
- The *generating or institutional force* mans, equips, trains, deploys, and ensures the readiness of all Army forces and consists of Army organizations not assigned to a combatant commander whose primary mission is to generate and sustain the operating forces of the Army. (ADP 1)

RELATIONSHIP TO OTHER ARMY STRATEGIES

The MCTEP has very important relationships with the Army Training Strategy, Army Leader Development Strategy, and Army Human Dimension Strategy. The Army Training Strategy provides vision and guidance on ends, ways, and means for training Soldiers, leaders, Army Civilians, and units to sustain readiness to conduct ULO. The Army Leader Development Strategy provides vision and guidance on ends, ways, and means for developing leaders of all cohorts that exercise MC during ULO. The Army Human Dimension Strategy provides a vision for optimizing human

performance and forging effective teams within the Army Profession providing a culture of trust that is enabled by the MC philosophy.

LEARNING DOMAINS

The three developmental learning domains — *Institutional, Operational, and Self-development* — shape the critical learning experiences throughout an Army career. The institutional domain is where individuals establish, refine, and improve cognitive, attitudinal, and psychomotor skills required by the Army Profession. The operational domain is where soldiers and leaders bring individual skills together to achieve collective capabilities to meet unit readiness requirements. The self-development domain is where Soldiers and Civilians identify knowledge gaps and take personal ownership in filling these educational gaps with training and skills. These three interdependent learning domains affect the Army Profession lifelong learning continuum and support two critical outcomes: leaders who know, understand, and practice MC and a trained, ready and professional Army.

Institutional learning domain (I). This domain is the Army's institutional training and education system. It incorporates training base centers and schools that provide initial training and subsequent education for Soldiers and Army Civilians. It includes the centers of excellence, schools, and functional training courses. The institutional domain's content and output are guided by operational demands. Initial Military Training, Professional Military Education (PME), Civilian Education System (CES), and functional training directly contribute to developing leaders who exercise MC and build unit training readiness. Soldiers or Army Civilians entering the service or returning from operational assignments provide valuable input into the institutional domain. Generally, cohort members return to the institution after achieving proficiency on MC individual and collective tasks appropriate to their current or previous grade and echelon of assignment. The output from institutional training and education is individuals who have achieved the base-line knowledge of the individual/collective MC skills and tasks at the echelon appropriate to their new grade.

Operational learning domain (O). This domain is the Army's operational training and education system. It includes home station training (HST), training at combat training centers (CTC), joint exercises and operational deployments. It includes assignments to organizations in the operating or generating force. Soldiers joining units after receiving institutional training and education are inputs into the operational domain. Generally, cohort members arrive in the operational domain after completing PME and/or functional training that address MC individual and collective tasks for their next appropriate grade and echelon of assignment. The output from the operational training and experiences is individuals who have mastered the individual and collective MC skills at echelon and are prepared to learn MC tasks and skills at the next echelon.

Self-development learning domain (S). This domain is the Army's institutional educational system. It consists of planned, goal-oriented learning that reinforces and expands the depth and breadth of an individual's knowledge base, self-awareness, situational awareness, and professional knowledge and understanding. It complements institutional and operational learning, enhances professional competence, and meets personal objectives. Soldiers and Army Civilians use this domain to fill any skills and knowledge gaps. Structured, guided, and individualized self-development programs supplement training, education, and experiences gained in both schools and unit assignments. Performance counseling and assessments are key contributions for cohort members to identify needs in the self-development domain. Self-development can also include individual study, research, professional reading, self-assessment, web-based training courses, interactive media, and simulations. The results of self-development are leaders who effectively fill gaps in their proficiency on MC tasks and skills, appropriate to their current or next grade and echelon of assignment.

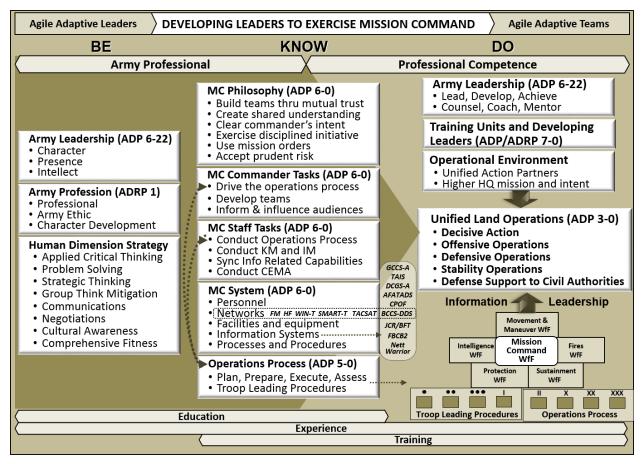
DEVELOPING LEADERS TO EXERCISE MISSION COMMAND

LEADER DEVELOPMENT AND UNIT READINESS

Leader development is the process that aligns training, education, and experiences to prepare leaders who exercise MC to prevail in ULO. It is a continuous and progressive process, spanning a leader's entire career. Army Readiness is based on four pillars of manning, training, equipping, and leader development. Readiness is benchmarked against the Total Army Force ability to defeat, deny, or deter hybrid, near-peer threats and meet operational demand requirements. Leader development and unit training are inextricably linked and are the Army's life-blood. Effective leaders understand change is inevitable in any operational environment. The time to adjust to change can be short. Leaders focus training on those tasks most essential to mission accomplishment. They also understand Soldiers and leaders must be ready to perform tasks successfully for which they have not trained. By mastering the few key tasks

under varying, challenging, and complex conditions, Soldiers and their leaders become confident they can adapt to any new mission. Army leaders learn to apply the foundational MC philosophy with the MC WfF to guide, integrate, and synchronize Army forces throughout the conduct of ULO. A fundamental output of leader development activities is achievement of the AMCS strategic end state.

The Army's expectations of its leaders are expressed in the leadership requirements model. The Army desires its leaders to consistently display the attributes of *character*, *presence*, and *intellect*. Army leaders must know how to practice the MC philosophy executed through the MC WfF to integrate and synchronize all WfFs during ULO in permissive and degraded, contested, austere, and non-contiguous situations. The desired leader competencies to *lead*, *develop*, and *achieve* represent what the Army wants leaders to do. Army leaders must demonstrate professional competence by exercising MC to prosecute ULO either in training or actual operations.



The Army Profession is a unique vocation of experts certified in the ethical design, generation, support, and application of landpower. The exercise of MC is based on Army leaders building teams through mutual trust bound together in common purpose. Character development, a key component of leader development, ensures all Soldiers and Army Civilians are grounded in the Army Ethic that guide the ethical application of landpower within the construct of ULO. Applied critical thinking, problem solving, strategic thinking, group think mitigation, communications, negotiations, cultural awareness, and comprehensive fitness enable the exercise of MC.

The MCTEP is consistent with the Sustainable Readiness Model. Leaders depart PME, enter their units, and train to proficiency on all their mission command collective task and report against their mission essential task list (METL). They then deploy or sustain METL proficiency. HST, CTC rotations, and deployments afford leaders experience in exercising MC and enable units to achieve and sustain METL proficiency.

ARMY LEARNING AREAS

Army Learning Areas (ALA) are the baseline focal points Soldiers and Army Civilians must possess to prevail in the ambiguous environments that challenge the Army today. Army University is responsible for synchronization and

integration of the four ALAs and associated general learning outcomes (GLO) for use in common core curricula across cohorts:

- Army Profession and Leadership.
- Mission Command.
- Human Dimension.
- Professional Competence.

The Army Learning Area taxonomy provides a framework to assist in grouping the General Learning Outcomes. The four Army Learning Areas serve as the framework to catalogue the 14 General Learning Outcomes. The Army Learning Areas validated by the Learning Continuum Sub-Committee anchored long standing principles and emerging concepts. The learning areas foster the tenets of leader development and the vocation of the profession, emphasize human dimension, and stress empowering subordinates through well-structured intent in Mission Command. The ALAs incorporate employment of crucial skill sets to be successful in Unified Land Operations through professional competence. These broad categories form the foundation that provides directional orientation in the development of General Learning Outcomes.

Leaders progress through cycles of education, training, and experiences during their careers to meet the needs of each new rank, position, and echelon. The breadth and complexity of required leader knowledge, skills, and attributes increase as leaders rise in rank/echelon. The application of outcome-based standards integrated and synchronized across training, education, and experiences is the basis for optimizing human performance through MC. The MC Individual Critical Task List (MC ICTL), an output of a Critical Task and Site Selection Board (CTSSB), establishes the foundation for training and education on the MC ALA. Bloom's taxonomy is a hierarchical model used to classify learning into levels of complexity and mastery — *knowledge* is the lowest level and *evaluation* is the highest. Definitions of Blooms Taxonomy Learning Levels are shown in the chart below. Desired ALA knowledge levels for all cohorts and levels, in Bloom's taxonomy terms, is outlined in Appendix A.

Bloom's Taxonomy

Knowledge (K): Exhibit memory of learned materials by recalling facts, terms, and basic concepts.

Comprehension (C): Demonstrate understanding of facts and ideas by organizing, comparing, translating, interpreting, giving descriptions, and stating the main ideas.

Application (Ap): Using new knowledge, solve problems in new situations by applying acquired knowledge, facts, techniques, and rules in a different way.

Analysis (An): Examine and break information into parts by identifying motives or causes. Make inferences and find evidence to support generalizations.

Synthesis (S): Builds a structure or pattern from diverse elements; the act of putting parts together to form a whole. Compile information together in a different way by combining elements in a new pattern or proposing alternative solutions.

Evaluation (E): Present and defend opinions by making judgments about information, validity of ideas or quality of work based on a set of criteria.

ALA Knowledge Levels for Officers (Appendix B). A General experiential description for officers follows. Leader development for officers begins during pre-commissioning at USMA, ROTC, or OCS. Lieutenants receive education in the Basic Officer Leader Course (BOLC), gain platoon leader experience, and undergo training at HST and CTCs. New captains return to the institution for education in the Captains Career Course (CCC), gain company commander and staff officer experience, and undergo training at HST and CTCs. Captains are afforded broadening opportunities prior to promotion to major. Majors return to the institution for Intermediate Level Education (ILE), then gain battalion operations/executive officer experience, and undergo training at HST and CTCs.

Grade											-	K				1	\$				8		1	2			人			
Year	1	2	3	4	5	6	7	8	9	10	11	. 12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Echelon	Pla	too	n/Co	omp	any	Co	omp	any	/Ba	ttali	ion		Batta	alion/	Bri	gade	•		Brig	gade	/Di	visio	n/C	orps	5	Di	v/C	orps		
Key Duties Cadet	Plt	Ldr	/Co	хо		Co C	dr/I	Bn-B	de	Stat	ff		Bn S	3/xo/	JSC) Br	ı Cd	r/D	iv S	taff,	/JSC	В	de C	dr/E	Div C	ofS	DC	G		
Institutional	во	LC		c	cc		1	ACS				ILE	SAI	VIS JE	ME	E P	СС		JPI	ME	SS	C P	çc			C	ар	ston	e	
Operational	ŀ	IST	сто		HST	г ст	c	Br	oad	lenin	g	ı	HST	стс			HST	СТ	c	Broa	deni	ng	HST	ст	c ካ	HST I	VIC	ГР		
Self Development	Ci	vili	an E	duc	ation	ı: M	aste	ers,	Ind	ustr	y C	ertif	icati	ons															>	

Some majors attend the School of Advanced Military Studies (SAMS). Select field grade officers may attend Joint Professional Military Education 2 (JPME) and gain experience as staff officers. Lieutenant colonels serve as staff officers and are afforded broadening opportunities. Lieutenant colonels selected to command attend the Pre-Command Course (PCC), gain battalion commander experience, and undergo training at HST and CTCs. New colonels return to the institution for Senior Service College (SSC), and then gain staff officer experience. Colonels selected to command attend the PCC, gain brigade commander experience, and undergo training at HST and CTCs. At some point, field grade officers attend Joint Professional Military Education 2 (JPME) and gain experience as joint staff officers (JSO).

ALA Knowledge Levels for Warrant Officers (Appendix C). A General experiential description for warrant officers follows. Leader development for warrant officers (WO) begins with the Warrant Officer Candidate School (WOCS). WO1s receive education in the Warrant Officer Basic Course (WOBC) for technical and tactical certification in their designated specialty at platoon-company level. WO1s gain experience, and undergo training at HST and CTCs. Chief Warrant Officer 2s (CW2) return to the institution for education in the Warrant Officer Advanced Course (WOAC) to receive advanced technical training and common leader development subjects at the company-battalion level. CW2s gain technician experience, and undergo training at HST and CTCs.

	AVN		TEC			TECH	1		AVN	ı	TEC	Н		i	AVN	TECH	\				ΑV	N								
Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	2	0 21	. 22	2	23 2	4 2	5	26 27	28	29	30
Echelon	Pl	atoo	on/C	om	oany	Co	omp	any	/Bat	tali	on	В	atta	lion	/Brig	gade			Brig	gad	de/D	ivisi	on	/Cor	ps		Div/C	orp	s	
Key Duties		Tecl	hnic	cian/	Inst	ructo	or	s	taff				Tra	inin	g De	velo	oper	•	s	ta	ff									
Institutional	w	овс		w	DAC					У	VOIL	E				wo	SSC													
Operational		HST	ст	c	HS	т ст	C E		denin	g		HST	стс	Bro	nade	ning		HST	СТ	гс	МСТ	P								
Self Developm	ent (Civili	ian l	Educ	atio	n: As	ssoc	iate	s, Ba	ache	elors	, M	aste	ers, I	ndu	stry	Cert	ific	atio	ns									>	

CW3s receive education at the Warrant Officer Intermediate Level Education (WOILE) on influential leadership skills necessary to integrate their technical expertise at the tactical and operational levels. CW3s gain battalion/brigade-level staff experience and undergo training at HST and CTCs. Select CW3, 4, and 5s are afforded broadening opportunities in between operational assignments. CW4s return to the institution for the Warrant Officer Senior Service Education (WOSSE) to receive senior level education, knowledge, and influential leadership skills necessary to apply their technical expertise in support of leaders at the operational and strategic levels. CW4s and CW5s gain brigade through corps-level staff/training developer experience and undergo training at HST and CTCs. CW5s gain division through Army Command senior staff experience and undergo training at HST and CTCs.

ALA Knowledge Levels for Noncommissioned Officers (Appendix D). A General experiential description for NCOs follows. Leader development for NCOs begins with education in the Basic Leader Course (BLC). Sergeants gain team leader experience and undergo training at HST and CTCs. Staff sergeants return to the institution for the Advanced Leader Course (ALC), gain squad leader experience, and undergo training at HST and CTCs. Sergeants first class return to the institution for the Senior Leader Course (SLC), gain platoon sergeant and staff NCO experience, and undergo training at HST and CTCs. Some staff sergeants and sergeants first class are afforded the opportunity to attend the Battle Staff NCO Course. Master sergeants receive education at the Master Leader Course (MLC), gain first sergeant and staff experience, and undergo training at HST and CTCs. Sergeants major return to the institution for education at the Sergeants Major Academy (SMA), gain experience as staff sergeants major, and undergo training at HST and CTCs. Select sergeants majors gain executive education and experience at the Executive Leaders Course (ELC). Command sergeant major selectees attend battalion and brigade PCC prior to assuming duties.

Grade						(}																				
Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14 1	5 16	17	18	19 2	0 21	22	23	24	25	26	27	28	29	30
Echelon		1	[eai	m/S	quac	1 5	Squad	d/P	lato	on	Plato	on	/Staff	Cor	npany	, ,	Staff	Ba	attali	on	Brig	gade	D	ivisio	on			
Key Duties			Tm	Ldr			Sqd L	dr	Ops	Sgt	PSC	G (Ops Sg	gt 15	G		Op	s SGN	1 C	SM	C	SM		CSM				
Institutional			E	BLC		_	ALC		BS N	iço	9	SLC		N	ILC			SMA	P	cc _	P	cc.						
Operational				HST	сто		HST	c	TC	HS	т сто	C	HST	стс	HS	т ст	c	HS	т сто	HS	ст ст	гс н	ST C	TC				
Self Development	(Civil	lian	Edu	catio	on:	Asso	ciat	tes, I	Bach	elors	s, Ir	ndustr	у Сег	tifica	tions	5									·····>		

ALA Knowledge Levels for Army Civilians (Appendix E). A General experiential description for Civilians follows. The civilian cohort is managed differently than the other three Army cohorts. Advancements, rather than being governed by tenure, local or central promotion boards, are governed through the hiring process involving job application, interview, and selection actions. Army Civilians can enter directly into any grade based on the determination that previous experience qualifies them. Once hired, Army Civilians begin their leader development by completing the Foundational Course.

Grade		(GS (01-0	9					(GS	10-	12				G	S 13	3-1	5						SE	ES			
Year	1	2	3	4	5	6	7	8	9	10	11	1 1	2 13	14	15	16	17	18	19	20	21	22	23	24	25	26	6 27	28	29	30
Years in grade		1	-3								1-3	1						3-	-5							1	-2			
Echelon	Bra	nch/	/Sec	tion					Div	isio	n—	Tact	ical		D	irec	torat	te-	Org	gani	zatio	onal	Ce	ente	r/Cn	nd/	Dept	-St	rate	gic
Key Duties	Team	Mei	mbe	er/Le	ad			Te	am	Chi	ef/	Tech	Exp	ert		Su	pen	viso	r/Te	ech	Ехр	ert		E	nter	pri	se M	anag	er	
Institutional	Four	ndat	ion	/Basi	c				Inte	rme	edia	ite					A	dva	nce	d	(GSC	/ss	С	SE	s c	apsto	one		
Operational	Coi	ntin	uou	s; C	aree	er Pr	ogra	am (Cert	ifica	atio	n/	Prof	essio	nal (Certi	ifica	tion	/ L	ead	er 8	Ma	nage	er C	ertif	icat	tion			
Self Developm	nent	Digit	talL	earn	ing !	Supp	oort	, De	vel	opm	ien	tal/I	roa	deni	ng A	ssig	nme	nts.	SE	TM/	ETIV							1		

Civilians entering the workforce as GS01-09 gain branch-team member and team-lead level experience and continue their education by attending the Civilian Basic Course. GS10-12 receive education at the Civilian Intermediate Course and gain team chief or technical expert experience at the division-tactical level. If civilians enter at the GS10-12 levels, they must still complete the basic course prior to attending the intermediate course. GS13-15 receive education in the Civilian Advanced Course, CGSC, and/or Senior Service College and gain supervisor or technical expert experience at the directorate-organizational level. At any time, Army Civilians can apply and compete for other positions including those with advanced grade.

GENERAL LEARNING OUTCOME

General Learning Outcomes are essential outcomes resulting from training, education, and experience along a career continuum of learning. They are derived from the Army Learning Areas with specific learning outcomes, which are translatable universally across the leader development domains (operational, institutional, and self-development). There are three primary purposes for the Army General Learning Outcomes. First, they provide trainers and educators a lens into how effective they are in conveying their support material. Second, it assists in improving instructional design and/or training support packages. Finally, it places responsibility on training and education proponents to be nested with ALAs.

The 14 General Learning Outcomes are constructed in audience, action, and outcome format to conform to the professional standards accepted by Academic Accrediting bodies. This will set the conditions for Professional Military Education curricula to be written in a manner that allows for easy translation to civilian academic transcripts. It is important to note that the term *proficiency used with the GLO is intentionally generic, the specific level of competence/expertise by grade/echelon is determined by the cohort, technical and/or operational proponents.* The GLOs also include topic areas that orient the users of the outcomes in the development of learning strategies. The Learning Continuum Sub-Committee concluded the topic areas are flexible and can be modified to suit the future needs of the Army. Like lines of effort and lines of operation, General Learning Outcomes connect training/education objectives to the focal point---the Army Learning Areas.

EDUCATION

Education is a structured process to impart knowledge through teaching and learning to enable or enhance an individual's ability to perform in unknown situations. PME is a progressive education system that prepares Soldiers for increased responsibilities and successful performance at the next higher level by developing the key knowledge, skills, and attributes they require to operate successfully at that level in any environment. CES is a progressive and sequential education that prepares Army Civilians for increased responsibilities and successful performance at the next higher level by developing the key knowledge, skills, and attributes required to operate successfully at that level.

MC education focuses on developing the knowledge, skills, and abilities that enable leaders to understand and practice the MC philosophy, execute the MC WfF tasks, and organize and employ the MC system. Developing leaders to exercise MC is a career-long process governed by GLOs for each cohort and grade level. Each level of PME/CES builds on the experience gained in previous operational assignments and prepares leaders to practice the MC philosophy or exercise MC at their next level of assignment. GLOs provide trainers and educators the general results the learner must obtain to achieve the desired knowledge levels for the ALAs.

Army Profession and Leadership ALA. The *Army Profession* is a unique vocation of experts certified in the ethical design, generation, support, and application of landpower, serving under civilian authority and entrusted to defend the Constitution and the rights and interests of the American people. *Leadership* is the process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization. There are two GLOs for the Army Profession and Leadership ALA.

ALA: Army Profession and Leadership GLOs

- **GLO 1**: Soldiers and Army Civilians proficient in leader attributes and competencies. This includes Leader Development, Counseling, Coaching, and Mentoring.
- **GLO 2**: Soldiers and Army Civilians proficient in character, competence, and commitment as trusted Army Professionals. This includes the Army Profession, Army Ethic, Army Values, and Character Development.

Mission Command ALA. The *exercise of mission command* encompasses how Army commanders and leaders apply the foundational MC philosophy with the MC WfF. Together, the MC philosophy and MC WfF guide, integrate, and synchronize Army operations throughout the conduct of ULO. There are four GLOs for the Mission Command ALA.

ALA: Mission Command GLOs

- **GLO 3:** Soldiers and Army Civilians demonstrate proficiency in mission command philosophy. This includes Build Teams through Mutual Trust, Create Shared Understanding, Provide Commander's Intent, Exercise Disciplined Initiative, Use Mission Orders, and Accept Prudent Risk.
- **GLO 4:** Soldiers and Army Civilians demonstrate proficiency in mission command leader and commander tasks. This includes Lead the Operations Process, Inform and Influence Relative Audiences, Develop Teams within Units and Unified Action Partners, Art of Command/Science of Control, Pre-Combat Inspections, Lead the Unit, Organize Staff for Operations, Rapid Decision and Synchronization Process, and Troop Leading Procedures.
- **GLO 5:** Soldiers and Army Civilians demonstrate proficiency in mission command staff tasks. This includes the Operations Process (Plan, Prepare, Execute, and Assess), Synchronize Information-related Capabilities, Knowledge/Information Management, and Cyber-Electromagnetic Activities.
- **GLO 6:** Soldiers and Army Civilians demonstrate proficiency in the mission command system. This includes Common Operating Picture and Mission Command Information Systems.

Human Dimension ALA. The *human dimension* embodies the cognitive, physical, and social components of the Army's trusted professionals and teams. There are five GLOs for the Human Dimension ALA.

ALA: Human Dimension GLOs

- **GLO 7:** Soldiers and Army Civilians demonstrate capacity in critical thinking. This GLO includes Applied Critical Thinking and Groupthink Mitigation, Strategic Thinking, Problem Solving, and Decision Making.
- **GLO 8:** Soldiers and Army Civilians demonstrate proficiency in communications skills. This includes Verbal Communication, Written Communication, Active Listening, Facilitation, Negotiations, Social Media, and Digital Communications.
- **GLO 9:** Soldiers and Army Civilians demonstrate proficiency in cultural awareness, cross-cultural competencies in the strategic environment of 2025 and beyond. This includes Strategic Communications, Public Affairs Awareness, Joint Inter-Governmental and Multi-National Relations.
- **GLO 10:** Soldiers and Army Civilians pursue Comprehensive Fitness/Resiliency Skills and Performance Enhancement Skills.
- GLO 11: Soldiers and Civilians pursue lifelong learning, self-assessment, and goal setting.

Professional Competence ALA. *Professional Competence* is the demonstrated technical and tactical proficiency in Army and joint doctrine largely revolving around the concept of ULO codified in ADP 3-0. There are three GLOs for the Professional Competence ALA.

ALA: Professional Competence GLOs

- **GLO 12:** Soldiers and Army Civilians demonstrate proficiency in Army and joint doctrine; includes ULO, National Security Policies, and Military Strategies and Capabilities.
- **GLO 13:** Soldiers and Army Civilians support Army policies, programs, and processes; includes Understanding and contributing to Army Systems that manage, develop, and transform the Army.
- **GLO 14:** Soldiers and Army Civilians are technically and tactically competent; includes Branch and Career Management Field proficiency, Career Programs, Series Technical Certifications, and Warfighting Skills.

TRAINING

Training is an organized, structured process based on sound principles of learning designed to increase capabilities to perform specific military functions and associated individual and collective tasks. Training in units builds on what leaders of all cohorts learned at each PME level. The AMCS describes five ways that training is accomplished: *HST*, *exercises*, *CTC Program*, *functional training*, and *sustainment training*. The fundamental Army training scheme is for unit commanders to gain the most individual and collective proficiency possible during HST in order to optimize learning opportunities afforded by CTC training rotations. Sustainment training is a subset of HST and is conducted to ensure continued expertise on fielded equipment. The Institutional Army provides functional training and qualifies Soldiers for positions that require specific functional skills and knowledge.

Training and Evaluation Outlines (T&EOs). T&EOs are the basic building block for training and assessing Army tasks. They are available in the Central Army Registry (CAR) and the Digital Training Management System (DTMS). All Army units are designed to accomplish specified doctrinal collective tasks, the most important of which are listed on unit METLs. METL and supporting collective tasks are codified as T&EOs and are the basis of unit training and readiness reporting. MC is inherent in all METL tasks (i.e. attack or defend) and the collective task to "Conduct the MC Operations Process" (i.e. 71-7-5100) is listed as a supporting collective task on DA-directed METLs. Corresponding MC individual critical tasks that facilitate individual training and education comprise the MC Individual Critical Task List (MC ICTL).

Combined Arms Training Strategies (CATS). CATS are task-based Event driven training strategies that support the Army Sustainable Readiness Model (SRM) and the Training Events Matrix (TEM) which provide a holistic METL-based strategy for Commanders to achieve Training Readiness. Unit CATS functionality is utilized in the Digital Training Management System (DTMS) and a flat file can be found on the Army Training Network (ATN). CATS training events propose a sequential training path that enables commanders to select the appropriate level of event difficulty to match the unit's level of proficiency. Unit CATS enable commanders to develop unit training plans based on their METL and readiness requirements. MC is integral within Unit CATS because METL tasks (such as

attack or defend) are the context within which MC is exercised. Unit CATS also assist HQDA in determining training resource requirement input to the program objective memorandum (POM) process.

MC Home Station Training. HST is where the majority of Army training occurs. It is where individual skills are honed and medium fidelity collective unit readiness is developed. HST serves to prepare a unit to execute a high fidelity CTC rotation and to sustain the requisite level of proficiency needed to execute operational missions. CATS, along with the task event matrices (TEM) enable commander's to plan HST. MC HST is largely accomplished through a combination of exercises and sustainment training. Commanders need to prioritize and allot sufficient time to enforce MC training and subsequeint integration into collective training at echelon. Strong HST is key to success in the exercise of MC at CTC training. Commanders seeking holistic unit readiness to execute METL tasks normally employ a combination of training events and daily exection of battle rythems. Mission Training Complexes (MTCs) are key training resources that use live, virtual, constructive, and other training products and services to facilitate MC HST.

MC Training at CTCs. The CTC Program is the Army's premier MC training program and provides a crucible experience for MC leader development. CTC rotations are high fidelity, METL-focused exercises for battalions and larger units. The CTC Program is comprised of training rotations at the National Training Center (NTC), Joint Readiness Training Center (JRTC), Joint Multinational Readiness Center (JMRC), and Mission Command Training Program (MCTP). Training rotations at NTC, JRTC, and the JMRC are collectively known as the Maneuver CTCs and provide force-on-force field training exercises (FTX) for brigade combat teams (BCTs) and below. MCTP Warfighter Exercises are command post exercises (CPX) that serve as major MC training events for divisions, corps, and functional/support units.

MC Functional Training. MC functional training qualifies Soldiers for assignment to duty positions that require specific MC functional skills and knowledge in MC areas that are the responsibility of the commander. MC functional training includes the Mission Command Digital Master Gunner Course, Army Knowledge Management Functional Area 57 Qualification Course, and the Functional Area 30 Information Operations Qualification Course.

- The Mission Command Digital Master Gunner (MCDMG) course produces graduates who can configure, operate, maintain, and coordinate the connectivity of MC information systems to generate a common operational picture (COP). Unit MC digital master gunners serve as the commander's digital trainer to facilitate developing, executing, evaluating and certifying digital crews on the full suite of MC information systems.
- The Army Knowledge Management Qualification Course (KMQC) produces graduates who can plan, integrate, and conduct knowledge management (KM), a MC staff task. Unit KM officers ensure commanders have the right knowledge from various processes, from the right systems, at the right time, to make the right decisions. They connect those who know with those who need to know by focusing on people, process, tools, and organization.
- The Functional Area 30 Information Operations Qualification Course (IOQC) is PME that produces credentialed Information Operations (IO) officers in Functional Area 30 (FA30). Unit IO Officers enable commanders to synchronize information related capabilities (IRC) and conduct information management (IM).

EXPERIENCE

All Army leaders benefit from a variety of experiences that build and sharpen their understanding of MC. The totality of a career — including PME/CES and assignments to operational/operating and institutional/generating organizations — provides Army leaders the opportunity to mature in the exercise of MC. Duty performance in command and staff positions affords leaders experience in exercising MC. Assignment policies and practices balance unit readiness with PME and other assignment considerations to afford the requisite leader experiences. The focal point of integrating and synchronizing MC education, training, and experiences is unit readiness where leaders are assigned to practice the MC philosophy and lead their units towards proficiency on conducting the MC operations process. The desired outcomes of leader development are leaders who practice the MC philosophy and are able to exercise MC at each successive echelon. Counselling, coaching, mentoring, and evaluations serve to optimize experiential value of developing leaders to exercise MC.

ROLES AND RESPONSIBILITIES

A recapitulation of Army Mission Command Strategy tasks pertinent to for MC training, education, and experience is listed below. *Applicable AMCS Task numbers and AMCAP MC standards are listed for reference.*

TOTAL ARMY (ARMY COMMANDS, ASCCS, DIRECT REPORTING UNITS, AND ARMY STAFF)

- 1. Implement unit training and leader development plans that increase understanding of the MC philosophy. (AMCS Task 1-1-4; AMCAP MC Standards 1-1/2.1 thru 1-1/2.6)
- 2. Implement unit training and leader development plans that enable leaders to practice the MC philosophy. (AMCS Task 1-2.1; AMCAP MC Standards 1-1/2.1 thru 1-1/2.6)
- 3. Develop leader competence in MC philosophy principles with counseling, coaching, mentoring, and formal evaluations. (AMCS Task 1-2.2; AMCAP MC Standards 1-1/2.1 thru 1-1/2.6)
- 4. Provide counseling, coaching, mentoring, and evaluation methodologies for commanders, staffs, and leaders who practice the MC philosophy. (AMCS Task 1-2.7; AMCAP MC Standards 1-1/2.1 thru 1-1/2.6)
- 5. Become proficient and require subordinates to become proficient in the practice of the MC philosophy. (AMCS Task 1-2.8; AMCAP MC Standards 1-1/2.1 thru 1-1/2.6)
- 6. Implement unit training and leader development plans that enable commanders, staffs, and leaders to practice the integration and employment of the MC philosophy, MC WfF tasks, and MC system. (AMCS Task 2-2.1; AMCAP MC Standards 1-1/2.1 thru 1-1/2.6)
- 7. Develop commander, staff, and unit competence in the execution and integration of the MC WfF tasks with counseling, coaching, mentoring, and formal evaluations. (AMCS Task 2-2.2; AMCAP MC Standards 2-1/2.1 thru 2-1/2.22)
- 8. Develop commander, staff, unit, and leader competence in operation, integration, and employment of the MC system through counseling, coaching, mentoring, and formal evaluations. (AMCS Task 3-2-3; AMCAP MC Standards 3-2-1/2.1 thru 3-2-1/2.8)

THE OPERATIONAL (OPERATING) FORCE (FORSCOM AND ASCCS)

- 1. Use the CTC program (NTC, JRTC, JMRC) to provide tailored training support for the practice of the MC philosophy to meet unit training objectives. (AMCS Task 1-2.4; AMCAP MC Standards 1-1/2.1 thru 1-1/2.6)
- 2. Use the CTC program (NTC, JRTC, JMRC) to provide tailored training support on the integration and employment of the MC philosophy, MC WfF tasks, and MC system to meet unit training objectives. (AMCS Task 2-2.3; AMCAP MC Standards 2-1/2.1 thru 2-1/2.22)
- 3. Implement unit training and leader development plans to increase understanding of the MC WfF tasks. (AMCS Task 2-1.5; AMCAP MC Standards 2-1/2.1 thru 2-1/2.22)
- 4. Become proficient and require subordinates to become proficient in the integration and employment of the MC philosophy, MC WfF tasks, and MC system. (AMCS Task 2-2.6; AMCAP MC Standards 2-1/2.1 thru 2-1/2.22)
- 5. Implement unit training and leader development plans that enable commanders, staffs, and leaders to practice the operations, integration, and employment of all aspects of the MC system. (AMCS Task 3-2.2; AMCAP MC Standards 3-2-1/2.1 thru 3-2-1/2.8)
- 6. Train commanders, staffs, units, and leaders to be proficient in the operation, integration, and employment in all aspects of the MC system. (AMCS Task 3-2.1; AMCAP MC Standards 3-2-1/2.1 thru 3-2-1/2.8)
- 7. Develop and exercise unit Standing Operating Procedures for command post and MC WfF procedures and processes. (AMCS Task 3-2.4; AMCAP MC Standard 3-2-1/2.1)
- 8. Use the CTC program (NTC, JRTC, JMRC) to provide tailored training support on the operation, integration, and employment of all aspects of the MC system. (AMCS Task 3-2.8; AMCAP MC Standards 3-2-1/2.1 thru 3-2-1/2.8)

THE INSTITUTIONAL (GENERATING) FORCE (TRADOC)

1. Educate commanders, staffs, and leaders on the MC philosophy across all cohort PME. (AMCS Task 1-1.2; AMCAP MC Standards 1-1/2.1 thru 1-1/2.6)

- 2. Design and execute PME exercises and other institutional training domain ways for leaders to practice the MC philosophy. (AMCS Task 1-2.5; AMCAP MC Standards 1-1/2.1 thru 1-1/2.6)
- 3. Develop assessment tools that accurately measure and evaluate Army leaders' understanding and practice of the MC philosophy. (AMCS Task 1-2.6; AMCAP MC Standards 1-1/2.1 thru 1-1/2.6)
- 4. Educate commanders, staffs, and leaders on the execution and integration of the MC WfF tasks across all appropriate cohort PME. (AMCS Task 2-1.2; AMCAP MC Standards 2-1/2.1 thru 2-1/2.22)
- 5. Design and execute PME exercises for commanders, staffs, and leaders to practice the integration and execution of MC WfF tasks and employment of the MC system. (AMCS Task 2-2.4; AMCAP MC Standards 2-1/2.1 thru 2-1/2.22)
- 6. Development assessment tools that accurately measure and evaluate Army leaders' MC WfF understanding and practice. (AMCS Task 2-2.5; AMCAP MC Standards 2-1/2.1 thru 2-1/2.22)
- 7. Educate commanders, staffs, and leaders on the operation, integration, and employment of all aspects of the MC system. (AMCS Task 3-2.5; AMCAP MC Standards 3-2-1/2.1 thru 3-2-1/2.8)
- 8. Design and execute PME exercises for commanders, staffs, and leaders to practice the operation, integration, and employment in all aspects of the MC system. (AMCS Task 3-2.9; AMCAP MC Standards 3-2-1/2.1 thru 3-2-1/2.8)
- 9. Conduct MC functional training. (AMCS Task 3-2.10; AMCAP MC Standard 3-2-1/2.4)
- 10. Development assessment tools that accurately measure commander, staff, and unit proficiency in organizing and employing the MC system. (AMCS Task 3-2-12; AMCAP MC Standards 3-2-1/2.1 thru 3-2-1/2.8)

SUMMARY AND CONCLUSIONS

To win in a complex world the army depends upon itself to develop adaptable leaders able to achieve mission accomplishment in dynamic, unstable, and complex environments driving both art and science, as a priority in training and execution of leaders and teams. The Army needs a common understanding of MC across the operational/operating and institutional/generating forces to provide unity of effort in implementing MC. The Army develops leaders to exercise mission command within the context of ULO. Leader development is the process that aligns training, education, and experiences to prepare leaders who exercise MC to prevail in ULO. It is a continuous and progressive process, spanning a leader's entire career. Leader development and unit training are inextricably linked and are vital to the Army.

People, rather than technology, systems, or processes, remain the center of MC. The application of the outcome-based standards defined in the AMCAP, integrated and synchronized across training, education, and experiences is the basis of optimizing human performance through MC. Utilizing the MCTEP implementation will improve combat readiness in operational units and improve leader proficiency in the exercise of MC. The AMCS, AMCAP, and MCTEP collectively set the course for implementing MC throughout the Army.

Appendix A

Army Learning Area (ALA) Desired Knowledge Levels by Cohort

Contents

Mission Command ALA Desired Knowledge	A-2/3
Professional Competence ALA Desired Knowledge Levels	A-4/5
Army Leadership and Profession ALA Desired Knowledge Levels	A-4/5
Human Dimension ALA Desired Knowledge Levels	A-4/5

						Г		_	-		ÓI	FFIC	ĈEF	₹	•		lΓ				NCO		
							Cade	t	L	Ts	Ť	CP	_	MAJ	Ľ	rc/col		PL/SG	ìΤ	SSG	SFC	MSG	SGM
						F	re-	C.	В	OLC	:	CCC		CGSC	:	AWC	1	BLC	T	ALC	SLC	MLC	SMA
						S	qd-F	١t	Plt	-Co	,	Со-В	n	Bn-Di	v	Bde->	Ιħ	ſm-Sq	d S	qd-Plt	Plt-Co	Co-Bn	Bn->
				Mission	Command - ICTL	s	ī	0	s	ı	9	1	0	SI	o s	10	1 5	5 1 0	o s	10	s I o	S I O	s I o
	GLOs				Associated Training Tasks	Ť		_	_	_	_		ш	e Lev	_	1 - 1 -	Ħ		_			e Leve	
		1	T	150-LDR-5001	Build teams thru mutual trust	t	К							C S A		FF	1 5	(K A				An S Ap	
		2		150-LDR-5007	Create Shared Understanding	H								C An			H	C K A	λη C	C An	C An An	An An S	Δn F Δr
	MC	3	_	150-LDR-5004	Provide the Commander's Intent	t								C S A								An S Ap	
	Philosophy	4	_	150-LDR-5006	Exercise Disciplined Initiative	H								C S A								An S Ap	
	imosopity	5	_	150-LDR-5003	Use Mission Order Technique	H									S C	-				C Ap		An An S	
		6	_	150-LDR-5002	Accept Prudent Risk	t								C S A								An S Ap	
1		1	-	150-LDR-5100	Lead the MC Operations Process	t								C S								C S S	
		2	_	150-LDR-5005	Inform & Influence Relevant Audiences	t	t							C S				#	C	C Ap	C An Ap	C S S	C S S
		3	_	150-LDR-5001	Develop Teams within Unit and UAP									C S				П				C S Ap	
	MC Cdr/Ldr	4	_	150-LDR-5022	Conduct Pre-Combat Inspections	T	T					: An				EE	П	K K A				K C Ap	
	Tasks	5	_	150-LDR-5013	Organize the Staff for Operations	T	T				Ì			_	E C	E E						C C An	
		6	_	150-LDR-5014	Direct Rapid Decision & Sync Process		T	T			T			C An	E C	EE	1 1	П				Ap S Ap	
		7	_	150-LDR-5012	Conduct Troop Leading Procedures*	T	С	Ар	C /	۸n A	ф	S	Ε		t			C C A				An S Ap	
		_	_	71-BDE-5100*	Conduct the MC Opns Process (Bgde, Div, Corp)*	f								C An	s c	E E	1 1					C An S	
		_	_	150-MC-8018	Participate in Army Design Methodology	T								C S A								C An Ap	
		_	_	150-MC-5111	Participate in MDMP			1	K	C A			Ар		_	EE		П	_			C An Ap	
		_	_	150-MC-5144	Develop a Running Estimate	T	T						_	C S	E C	EE	1 1					C An Ap	
		_	_	150-MC-2210	Provide Input for IPB			T		Ť	_			C S				П				C An Ap	
		_	_	150-MC-0000	Organize staff as CoS, XO, DCO	T	T	T	T	Ť			Ap		E C	+-	1 6		K	C Ap		C An Ap	
0		_	_	150-MC-2300	Perform Information Collection			T		T	k	_	Ap	c s	E C	E E	1 1	П	K	C Ap		C An Ap	
6.0		1	.7	150-MC-5110	Participate in Receipt of a Mission	T	T	T	T	Ť	(: An	Ар	C S	E C	EE	1 1		K	САр	C C Ap	C An Ap	C S E
RP		_ 1	.8	150-MC-5112	Participate in Mission Analysis		T	T	T	Ť		: An	Ар	C S	E C	EE	1 1		K	САр	C C Ap	C An Ap	C S E
AD		1 Lan	.9	150-MC-5113	Recommend the CCIR							: An	Ар	C S	E C	E E			K	САр	C C Ap	C An Ap	C S E
ADP/ ADRP 6.0			10	150-MC-5114	Participate in COA Development		T	T	T	Ť		: An	Ар	C S	E C	EE	1 1		K	САр	C C Ap	C An Ap	C S E
4D		1.	11	150-MC-5115	Participate in COA Analysis			ı				: An	Аp	C S	E C	E E	1 1		K	C Ap	C C Ap	C An Ap	C S E
, (1.	12	150-MC-5116	Participate in COA Comparison							. An	Аp	C S	E C	EE			K	C Ap	C C Ap	C An Ap	C S E
ADP/ADRP 5.0;		1.	13	150-MC-5009	Conduct a COA Decision Brief							: An	Аp	C S	E C	EE			K			C An Ap	
RP				150-MC-5117	Prepare a Warning Order							: An			E C	EE	Ш		K			C An Ap	
AD	MC Staff	1.	15	150-MC-5121	Participate in COA Approval							: An				EE				C Ap		C An Ap	
b/	Tasks	1.	16	150-MC-5119	Prepare an Operations Order				_	_	_	_	_	C S A	_							C An Ap	
AD		1.	17	150-MC-5145	Conduct Risk Management			_	_	_	_	: An	_	_	E C	-						C S An	
		a 1.	18	150-MC-5145 150-MC-5122 150-MC-5125	Perform a Rehearsal									C S								C S E	
			-		Prepare a Fragmentary Order		L		K	C A	p k		Ар	C S A				(K (C C	C Ap		C An Ap	
		_	_	150-MC-5131	Assist Cdr in Executing Tactical Opns				4	1	1		Ap	C A		S E			1			C An Ap	
		_	_	150-MC-5200	Assist Command Post Operations			4	4	1	1	_	Ар	C A	_	S E		Ш	+			C An Ap	
				150-MC-5201	Displace the Command Posts			4	_	+	-		Ap	C S		S E	H				C C Ap	C An Ap	C S E
		ο I.	23	150-MC-6111	Employ Operations Security			4	4	+			-			1-1-	H	(C A	Ap K	Ap Ap	C An An	AP An Ap	CSE
				150-MC-5127	Conduct Military Deception Opns		H	4	4	+				C S A				Н	+			S An Ap	
				150-MC-5715	Control Tactical Airspace		H	4	4	+	K	(C	С	C S A	\p (EE	H	Н	+		K C C	S An Ap	C S Ap
				150-MC-5400	Develop Civil Affairs Annex		H	4	.,		K	. C	C	C S A	\p (EE	H	Н				S An Ap	
		1. ISSe	2/	150-MC-5130 150-MC-5124	Assess the Current Situation	H	H							C S				+				C C C	
			28	150-MC F320	Refine the Plan	H	\vdash							C S				++	K	C Ap	C An An	C An Ap	CEE
		2	_	150-MC-5320	Employ Info Related Capabilities	H	\vdash							C S A				++				C S Ap	
		4		150-MC-7654 150-MC-5900	Employ KM Processes Coordinate CEMA	F								C S A			-	H				C S Ap	
		1	_	150-IVIC-5900 150-LDR-5252	Establish the MC System	f	f					An				SE		- (/				C S Ap	
		2	-	150-LDK-3232 150-MC-5315	Establish Common Op Picture (COP)					C (_	An		S		S E			,p C	Annah		C S Ap	
		3		150-MC-5313 150-MC-5250	Employ MC Information System	f	K	K			_	: An			_	_			h ر	ΑηΔη		C S Ap	
	MC System	4	_	150-MC-5251	Integrate the MC Information System	f	ĥ			- 1	,,,		Ар Ар			S E			.,,,,,	,/Aþ		C S Ap	
		5	_	150-MC-5010	Conduct Information Protection		ı			ı	k			C S A				H	f		C C	C An Ap	C S Ar
		6		150-MC-5003	Operate the MC Network	f			i	ı	k	C C	C	C S	EC	EF	H		T		СС	C An Ap	C S Ar
V	(nowlodgo (_	_		oplication, An-Analysis, S-Synthesis, E-Evaluation							-	_				-	for P	n 21	nd un		Co and	

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation

 $Associated\ training\ tasks:\ https://rdl.train.army.mil/catalog/dashboard$

*Opns Process for Bn and up; TLP for Co and lower

Gray shaded areas do not apply to this cohort area

		MADDA	NIT				-	CIV	//!	ΔAI		_	\neg					
Cadet	W01	WARRA CW2	CW3/4	4 CV	/4/5	Al	_	GS 1-		AN 10-12	Τı	2 1	15					
WOCS	WOB		WOILE		OSSE	Fou		Basi	_	nterm	-	Ad	_					
Sqd-Plt			Bn->	_	le->			Branc	_	Div.	_	ire)						
\rightarrow		o s i o		+	i –		_		_	1 0	_	_	_	Mission Comm	and ICTI			
					1 0	\vdash			_			\vdash	Н	Mission Comm				
		nowled								dge				Associated Training Tas				GLOs
		p C An Ap				KK	K	СС	C C	An A	n C	S	Ε	Build teams thru mutual trust	150-LDR-5001	1		
	C C A				S E	KK	K	СС	C C	An A	n C	S	Ε	Create Shared Understanding	150-LDR-5007	2		
		C C An Ap				KK	K	СС	C C	An A	n C	S	Ε	Provide the Commander's Intent	150-LDR-5004	3		MC
_		p C An Ap				KK								Exercise Disciplined Initiative	150-LDR-5006	4		Philosophy
		p C An Ap				KK	K	C C	C C	An A	n C	S	Ε	Use Mission Order Technique	150-LDR-5003	5		
		p C An Ap				KK	K	СС	C C	An A	n C	S	Ε	Accept Prudent Risk	150-LDR-5002	6		
		p C An Ap							1		L			Lead the MC Operations Process	150-LDR-5100	1		
		p C An Ap							1		L			Inform & Influence Relevant Audiences	150-LDR-5005	2		
		ор С Ар Ар						Ш	1		L			Develop Teams within Unit and UAP	150-LDR-5001	3		MC Cdr/Ldr
	K C A	p C An Ap	C S :	S C :	S E			Ш	1		L			Conduct Pre-Combat Inspections	150-LDR-5022	4		Tasks
									1					Organize the Staff for Operations	150-LDR-5013	5		1 03/13
		Ap C An Ap		Ap An :	SS				1					Direct Rapid Decision & Sync Process	150-LDR-5014	6		
		p C An S												Conduct Troop Leading Procedures*	150-LDR-5012	7	*	
	K C A	p C An Ap												Conduct the MC Opns Process (Bgde, Div, Corp)*	71-BDE-5100*	1	*	
		K C C	C S A	\p C	E E				1					Participate in Army Design Methodology	150-MC-8018		1.1	
	K C A	p C An Ap						Ш	1		L			Participate in MDMP	150-MC-5111		1.2	
		C An Ap						Ш	1		L			Develop a Running Estimate	150-MC-5144		1.3	
		K An Ap						Ш	1		L			Provide Input for IPB	150-MC-2210		1.4	
		C An Ap			E E				1		L			Organize staff as CoS, XO, DCO	150-MC-0000		1.5	
			C S						1		L			Perform Information Collection	150-MC-2300		1.6	
		C An Ap	CS	E C	E E		Ш		1	Ш	╀			Participate in Receipt of a Mission	150-MC-5110		1.7	
		C An Ap							1		L			Participate in Mission Analysis	150-MC-5112	_	1.8	
		C An Ap			_		Ш		1	Ш	╀			Recommend the CCIR	150-MC-5113	Plan	1.9	
		C An Ap			E E				1		╀			Participate in COA Development	150-MC-5114		1.10	
		C An Ap							1		L	Н		Participate in COA Analysis	150-MC-5115	4	1.11	
		C An Ap							1		L	Н		Participate in COA Comparison	150-MC-5116	4	1.12	
		C An Ap		_			Н	-	+	Н	Ł	H		Conduct a COA Decision Brief	150-MC-5009	4	1.13	
		C An Ap					Н	-	+		╀	H		Prepare a Warning Order	150-MC-5117		1.14	MC Cr-ft
		C An Ap			E E		Н	+	+		╀	H		Participate in COA Approval	150-MC-5121		1.15	MC Staff
		Ap C An Ap					Н	+	+	\vdash	ł	H		Prepare an Operations Order	150-MC-5119	4	1.16	Tasks
-		p C An Ar					Н	++	+		H	H		Conduct Risk Management	150-MC-5145	_	1.17	
	K C A	kp K An Ar					H	H	+	H	H			Perform a Rehearsal	150-MC-5122 150-MC-5125	Prep	1.18	
	K C A	K An Ar	_		S E		H	\blacksquare	Ŧ	H	H			Prepare a Fragmentary Order		_	1.13	
		K Ap			S E			\blacksquare	+	H	H			Assist Cdr in Executing Tactical Opns	150-MC-5131 150-MC-5200	-	1.20	
		K Ap		ر اما	S E		H	H	+	H	H			Assist Command Post Operations	150-MC-5200 150-MC-5201	1		
					_		H	H	+		H	H		Displace the Command Posts Employ Operations Security	150-MC-5201 150-MC-6111	cute	1.22	
		K C C	C C A	In C	F E		H		1		H	H			150-MC-5111 150-MC-5127	Execu	1.23	
		K C C					H		+		H	H		Control Tactical Aircraco	150-MC-5127 150-MC-5715	1	1.24	
+H		K C C					H	H	Ŧ	H	H			Control Tactical Airspace Develop Civil Affairs Annex	150-MC-5400		1.25	
	K C A	k C C							Ŧ		H			Assess the Current Situation	150-MC-5400 150-MC-5130	S		
	KCA	p K An Ap		FC	FF				+	H	H			Refine the Plan	150-MC-5130	Asse	1.27	
		C An C							1		t			Employ Info Related Capabilities	150-MC-5124 150-MC-5320	2	1.20	
		C An C							Ŧ		t			Employ KM Processes	150-MC-7654	3		
		C An C						H	1		t			Coordinate CEMA	150-MC-7034 150-MC-5900	4		
	C A	p C An Ap			S E		Ħ	Ħ	t		f	f		Establish the MC System	150-LDR-5252	1		
	С			_	S E				Ŧ		t			Establish Common Op Picture (COP)	150-LDK-3232 150-MC-5315	2		
K K		An Ar			S E				1		t	H		Employ MC Information System	150-MC-5313	3		
N N	/	C / 411/A	C A		S E		H		1		f	f		Integrate the MC Information System	150-MC-5251	4		MC System
		K C C							1		f			Conduct Information Protection	150-MC-5231 150-MC-5010	5		
		K C C							t		H	H		Operate the MC Network	150-MC-5003	6		
		" " "	I - I - I		-									NOTE OF THE INC. INC. WOLK		U		

Associated training tasks: https://rdl.train.army.mil/catalog/dashboard

MCTEP A-3

Gray shaded areas do not apply to this cohort area

									<u> </u>	FFICE	D			_				NCO		
					Ca	det		LTs	Y	CPTs		AJ	LTC/	COL	CPL/	SGT	SSG	NCO SFC	MSG	SGM
					_	e-C.	_	OLC	+	CCC	_	SSC	AW	_	BI		ALC	SLC	MLC	SMA
					_	d-Plt	-	t-Co	_	Co-Bn	-	-Div	Bde		Tm-	_	Sqd-Plt		Co-Bn	Bn->
			Drofossio	nal Competence	s	_	_	1 (+		_	1 0	-	0	-	0		SIO	_	+
	CI O-				3			_	_			ш	J .	۲	٠,	U				/ 3 1 0
-	GLOs			Associated Training Tasks		_	-	_	_	wledg		_				_		nowledg		
		1	150-LDR-5034	Describe Decisive Action	Н	K K	K	C A	٦p (An Ap	_	S Ap	C E	_	Kk	K	C C Ap	C An A	C S S	C S S
		1.1	71-DIV-7300	⁶ Conduct Force Projection (Div)	Н	+	Н		+	++	-	S Ap	C E	_		H			+++	C S S
		1.2		⁶ Conduct Force Projection (Corps)	Н	+	+	+	+		С	S Ap	C E	-		H				C S S
		1.3	71-CORP-7000 71-CORP-1270	⁰ Conduct Campaign/Land Cbt Opns (Corps) Conduct Shaping Operations (Corps)	Н	+	Н	+	+	+	c	S Ap	C E	_		H			+++	C S S
		1.4	71-CORP-1270 71-DIV-6500	Conduct Snaping Operations (Corps) Conduct Area Security (Div)	Sar	d-Plt	Di	t-Co		Co-Bn	С	S Ap	CE	-	Tm	ho2	Sqd-Plt	Dit Co	Co-Bn	C S S
		1.6		Conduct Area Security (DIV) Conduct MC for Theater (TA)	340	ון דייג	1	1-00	1	CO-BII	-	S Ap	CE	_	1111-	Jyu	3qu-Fit	FIL-CO	CO-BII	C S S
		1.7	71-TA-3100 71-TA-1130	[®] Conduct RSOI (TA)	H	Ŧ	H	+	+		С		C E	_		H				C S S
		1.8		⁶ Coordinate Support for Theater (TA)	H		Ħ	1	Ŧ		С	-	_	E		H				C S S
		1.9		⁶ Establish Intel Interoperability (TA)	Ħ	T	Н		T		С		C E	_		H				C S S
		2	150-LDR-5030	Describe Offensive Operations		кк	к	C A	ap (: An Ap	С	S Ap	C E	Ε	c c	Ap	C C Ap	C An Ai	c s s	c s s
9	Combined	2.1	71-DIV-7120	^θ Conduct Attack (Div)	Sac	d-Plt	+	t-Co	+	Co-Bn	+	S Ap	C E	Е		_	Sqd-Plt		Co-Bn	+++
		2.2		⁶ Conduct Attack (Corps)	340					1	i -	S Ap	C E	+		Jqu	Jqu I I	11.00	00 5	C S S
2	during	2.3	71-COKF-7120 71-DIV-1340	Conduct Attack (Corps) Conduct Forcile Entry (Div)	H		H	+	+		С		CE	+		H				C S S
1	Unified	2.3		Conduct Forcile Entry (DIV) Conduct Forcile Entry (Corps)	Н	+	+	+	+		_	c Ap	CE	+		+				CSS
3	Arms during Unified Land Opns	2.4		, , , , ,	Care	d-Pit	, DI	t-Co		Co-Bn	С	S Ap		E	Ton		Sqd-Plt	Plt-Co	Co-Bn	
		_	71 511 7110	⁶ Conduct Movement to Contact (Div)	÷	_	_	_	+		H	-	_	—		·			-	
		3	150-LDR-5031	Describe Defensive Operations		K K	-	C A	-	An Ap	-	S Ap	C E	+	c c	_	C C Ap			C S S
		3.1	71-DIV-7222	⁰ Conduct Defense (Div)	Sqc	d-Plt	: Pi	t-Co)	Co-Bn	-	S Ap	C E	+	Tm-	Sqd	Sqd-Plt	Plt-Co	Co-Bn	C S S
		3.2	71-CORP-7222	^θ Conduct Defense (Corps)							С	S Ap	C E	Ε						C S S
		4	150-LDR-5032	Describe Stability Operations		KK	K	C A	Ap (An Ap	С	S Ap	C E	Ε	C	Ap	C C Ap	C An A	c s s	C S S
		4.1	71-TA-5711	^θ Conduct Theater Security Cooperation (TA)							С	S Ap	C E	Ε						C S S
		5	150-LDR-5033	Describe Defense Support to Civil Auth		КК	K	C A	Ap (An Ap	С	S Ap	C E	Ε	C	Ар	C C Ap	C An A	C S S	c s s
		6	150-MC-8013	Integrate Offensive Cyberspace Ops					k	СС	C A	\n Ap	C S	Ар				K C A	C An A	p C S AP
		7	150-MC-8019	Integrate Defensive Cyberspace Ops	Ħ		Ħ	T	k	СС	C A	An Ap	c s	Ap				K C A	C An A	p C S Ap
		8	150-MC-8017	Conduct DODIN Operations	К	K A	ρС	C A	Ap (+	C A	An Ap	c s	Ap	KK	Αp	C C An	_	+++	p C S Ap
<u> </u>									<u> </u>	<u> </u>				۳						· · · · · ·
		۸,	my Drofos	sion and Leadership	s		s		٠.	1 0	c	1 0	SI	0	c I	0	5 1 0	s I O	s ı c	s I o
г	01.0	AI			3		\perp	_	_				3 1	١	3	U				/13/1/0
L	GLOs			Associated Training Tasks	<u> </u>	-	_	_	_	wledg	_	_				_		nowledg		
,	Army Profession	1	150-MC-8006	Identify characteritics of the Army as a Profession	K	_	-	_	_	An Ar	-	_	C E	-	Kk	+		C An Ai		
2	Profession	2	150-MC-8008	Apply the Army Ethic	K		рС	_	-	An Ar	-	_	C E	-	K k	Η.		C An Ai		
Ľ	1 1010331011	3	150-MC-8009	Analyze Army Character Development	K	K K	_	_	_	: An Ar	-	_	_	Ε	K k	_	C C Ap			
·	Army	4	150-MC-8007	Compare Leadership with Command	-	K K	-	-	_	An Ap	_	_	E	-	-	Ap		C An A		p Ap E E
2	Leadership	5	150-MC-8014	Analyze the Army Leader Requirements Model	K	K K	С	C A	_	An Ap	C	S Ap	C E	+	C C	÷	C C Ap	C An A		p Ap E E
٢	₹ ccaacisiiip	6	150-MC-8015	Compare counseling, coaching, and mentoring	K	KK	С	C A	Ap (An Ap	С	S Ap	C E	Ε	K	Ap	C C Ap	C An A	CSA	p Ap E E
			Huma	<u>In Dimension</u>	S	1 0	S	1 (0 9	1 0	S	I O	SI	0	SI	0	S I O	SIO	SIC	SIO
	GLOs			Associated Training Tasks			Т	LO I	Kno	wledg	e Le	vel					TLO K	nowledg	e Level	
Ī		1	150-MC-8012	Apply Critical Thinking		C A	рС	C A	Ap (An Ap	С	S Ap	C E	Ε	K C	Ар	C C Ap	C An A	C S A	p C E E
		2	150-MC-8010	Conduct Problem Solving		C A	рС	C A	۹p (An Ap	С	S Ap	C E	Ε	KC	Ар	C C Ap	C An A		p C E E
		3	150-MC-8016	Apply Strategic Thinking							С	S Ap	C E	Ε						p C E E
	Human	4	150-MC-8011	Apply Group Think Mitigation					(An Ap	С	S Ap	C E	Ε				C An A	C S A	p C E E
	Dimension	5	150-MC-8002	Communicate Effectively		C A	рС	C A	Ap (An Ap	С	S Ap	C E	Ε	KC	Ap	C C Ap	C An A	C S A	p C E E
	Difficitation	6	150-MC-8003	Conduct Negotiations		C A	рС	C A	٦p (An Ap	С	S Ap	C E	Ε	K C	Ap	C C Ap	C An A	C S A	p C E E
		7	150-MC-8001	Identify Operational Culture		C A	рС	C A	Ap (SAp	C	S Ap	C E	E	KC	Ap	C C Ap	C S A	C S A	p C E E
		8	150-MC-8004	Demonstrate Comprehensive Fitness						An Ap										p C E E
ŀ		9	150-MC-8005	Conduct Self Development		C A	p C	C A	Ap (An Ap) C	S Ap	CS							p C S E
	•	•		plication, An-Analysis, S-Synthesis, E-Evaluation											-		-		•	TL Tasks
1	Associated tra	ining ta	sks: https://rdl.tr	ain.army.mil/catalog/dashboard								Gray	/ sha	ded	area	do	not ap	ply to t	his coh	ort area

WARRANT	CIVILIAN	7		
WOC WO1 CW2 CW3/4 CW4/5	ALL GS 1-9 10-12 13-15			
WOCS WOBC WOAC WOILE WOSSE	Found. Basic Interm Adv.	1		
Sqd-Plt Plt-Co Co-Bn Bn-> Bde->	Branch Branch Div. Direct]		
S	s	Professional Co	mpetence	
TLO Knowledge Level	TLO Knowledge Level	Associated Training Task		GLOs
K K C Ap C An Ap C S Ap C S S	- 120 Innomedge 1201g.	Describe Decisive Action	150-LDR-5034 1	GLOS
C S Ap C S S		^θ Conduct Force Projection (Div)	71-DIV-7300 1.1	
C S Ap C S S		^θ Conduct Force Projection (Corps)	71-CORP-7300 1.2	
C S Ap C S S		⁶ Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000 1.3	
C S Ap C S S		^θ Conduct Shaping Operations (Corps)	71-CORP-1270 1.4	
Sqd-Plt Plt-Co Co-Bn C S Ap C S S		⁶ Conduct Area Security (Div)	71-DIV-6500 1.5	
C S Ap C S S		⁶ Conduct MC for Theater (TA)	71-TA-5100 1.6	
C S Ap C S S		⁶ Conduct RSOI (TA)	71-TA-1130 1.7	
C S Ap C S S		⁰ Coordinate Support for Theater (TA) ⁰ Establish Intel Interoperability (TA)	71-TA-5450 1.8 71-TA-2500 1.9	
C Ap C C Ap C An Ap C S Ap C S S		Describe Offensive Operations		
Sqd-Plt Plt-Co Co-Bn C S Ap C S S			150 LDI(5050	Combined ?
		θ Conduct Attack (Div)		Arms
C S Ap C S S		⁶ Conduct Attack (Corps)	71-CORP-7120 2.2 71-DIV-1340 2.3	Combined Arms during Unified Land Opns
		⁶ Conduct Forcile Entry (Div)		Unified
		Conduct Forcile Entry (Corps) Conduct Movement to Contact (Div)	71-CORP-1340 2.4 71-DIV-7110 2.5	Land Opns
		,	71 517 7110	Luna Opiis
C Ap K C Ap C An Ap C S Ap C S S		Describe Defensive Operations	150-LDR-5031 3	
Sqd-Plt Plt-Co Co-Bn C S Ap C S S		⁶ Conduct Defense (Div)	71-DIV-7222 3.1	
C S Ap C S S		^θ Conduct Defense (Corps)	71-CORP-7222 3.2	
C Ap K C Ap C An Ap C S Ap C S S		Describe Stability Operations	150-LDR-5032 4	
C S Ap C S S		⁰ Conduct Theater Security Cooperation (TA)	71-TA-5711 4.1	
C Ap K C Ap C An Ap C S Ap C S S		Describe Defense Support to Civil Auth	150-LDR-5033 5	
K C C C An Ap C S Ap		Integrate Offensive Cyberspace Ops	150-MC-8013 6	
K C C C An Ap C S Ap		Integrate Defensive Cyberspace Ops	150-MC-8019 7	
K K Ap C C Ap C C Ap C S Ap C S Ap		Conduct DODIN Operations	150-MC-8017 8	
		·	•	<u> </u>
S	s 0 s 0 s 0 s 0	Army Profession ar	nd Laadarshin	
TLO Knowledge Level	TLO Knowledge Level	Associated Training Task		GLOs
K K K C C C C An An C S S C E E K K Ap C C Ap C An An C S S C E E	K K Ap C C Ap C An An C S S	Identify characteritics of the Army as a Profession	150-MC-8006 1 150-MC-8008 2	Army 💍
K K Api C C Api C Ani Ani C S S C E E	K K K C C An C An An C C C	Apply the Army Ethic Analyze Army Character Development		Army Profession
K K K C C Ap C An Ap C S Ap C E E	K K K C C C C An An C S A	Compare Leadership with Command	150-MC-8009 3 150-MC-8007 4	
K K K C C Ap C An Ap C S Ap C E E		Analyze the Army Leader Requirements Model	150-MC-8014 5	ۈ Army
K K K C C AD C AN AD C S AD C E E		Compare counseling, coaching, and mentoring	150-MC-8014 5 150-MC-8015 6	Leadership Q
K K K C C AP C ANAP C 3 AP C L L	K K K C C C C AII AII C 3 A	compare counseling, coaching, and mentoring	130-1010-6013	
S I O S I O S I O S I O S I O	S	Human Dim	oncion	
TLO Knowledge Level	TLO Knowledge Level			CLOs
C Ap C C Ap C An Ap C S Ap C E E	K K K C C C C An An C S S	Training & Evaluation Outlines		GLOs
C Ap C C Ap C An Ap C S Ap C E E		Conduct Problem Solving	150-MC-8012 1 150-MC-8010 2	
C S Ap C E E		Apply Strategic Thinking	150-MC-8016 3	
C An Ap C S Ap C E E		Apply Group Think Mitigation	150-MC-8011 4	
C Ap C C Ap C An Ap C S Ap C E E	K K K C C C C An An C S S	Communicate Effectively	150-MC-8002 5	Human
C Ap C C Ap C An Ap C S Ap C E E	K K K C C C C An An C S S	Conduct Negotiations	150-MC-8003 6	Dimension
C Ap C C Ap C S Ap C S Ap C E E	K K K C C C C An An C S S	Identify Operational Culture	150-MC-8001 7	
C Ap C C Ap C An Ap C S Ap C E E	K K K C C C C An An C S S	Demonstrate Comprehensive Fitness	150-MC-8004 8	
C Ap C C Ap C An Ap C S Ap C S E		Conduct Self Development	150-MC-8005 9	
K-Knowledge, C-Comprehension, Ap-A			⁶ Div / Corps / Theater Ar	
Associated training tasks: https://rdl.t	rain.army.mil/catalog/dashl	ooard Gray shade	ed areas do not apply to t	his cohort area

Page left blank intentionally

Appendix B

Integrating Training and Education for Officers Contents

Cadets	
Mission Command ALA for Cadets	B-2
Professional Competence ALA for Cadets	B-3
Army Profession and Leadership ALA for Cadets	B-3
Human Dimension ALA for Cadets	B-3
Lieutenants (LT)	
Mission Command ALA for Lieutenants	B-4
Professional Competence ALA for Lieutenants	B-5
Army Profession ALA for Lieutenants	B-5
Human Dimension ALA for Lieutenants	B-5
Captains (CPT)	
Mission Command ALA for Captains	B-6
Professional Competence ALA for Captains	B-7
Army Profession and Leadership ALA for Captains	B-7
Human Dimension ALA for Captains	B-7
Majors (MAJ)	
Mission Command ALA for Majors	B-7
Professional Competence ALA for Majors	B-9
Army Profession and Leadership ALA for Majors	B-9
Human Dimension ALA for Majors	B-9
Lieutenant Colonels and Colonels (LTC/COL)	
Mission Command ALA for Lieutenant Colonels and Colonels	B-10
Professional Competence ALA for Lieutenant Colonels and Colonels	
Army Profession and Leadership ALA for Lieutenant Colonels and Colonels	B-11
Human Dimension ALA for Lieutenant Colonels and Colonels	B-11
Recap of Terminal Learning Objectives for Officers	B-12/13

Mission Command ALA for Cadets

GL	Os	Educational Terminal Learning Objectives (TLO)	S	I	0			Associated Training Tasks	Reference
				K	Ар	1		Build teams thru mutual trust	150-LDR-5001
				К	Ар	2		Create Shared Understanding	150-LDR-5007
М	ıc	1. Identify the six principles of the MC Philosophy; Apply at Sqd-Plt.		К	С	3		Provide the Commander's Intent	150-LDR-5004
Philos		K-Ap.		К	Ар	4		Exercise Disciplined Initiative	150-LDR-5006
				\sqcup	С			Use Mission Order Technique	150-LDR-5003
					С	6		Accept Prudent Risk	150-LDR-5002
						1		Lead the MC Operations Process	150-LDR-5100
						2		Inform & Influence Relevant Audiences	150-LDR-5005
						3		Develop Teams within Unit and UAP	150-LDR-5001
MC Cd						4		Conduct Pre-Combat Inspections	150-LDR-5022
Tas	sks					5		Organize the Staff for Operations	150-LDR-5013
		2. Identify Troop Leading Procudurese (TLP); Apply at Sqd-Plt. C-Ap.				6		Direct Rapid Decision & Sync Process	150-LDR-5014
		2. detaily 1100p accounts 110ccounted (121), 14ph, at 54a 111. Crip.		С	Ap			Conduct Troop Leading Procedures	150-LDR-5012
						1		Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-5100*
						_	1.1	Participate in Army Design Methodology	150-MC-8018
							1.2	Participate in MDMP	150-MC-5111
							1.3	Develop a Running Estimate	150-MC-5144
							1.4	Provide Input for IPB	150-MC-2210
							1.5	Organize staff as CoS, XO, DCO	150-MC-0000
							1.6	Perform Information Collection	150-MC-2300
							1.7	Participate in Receipt of a Mission	150-MC-5110
							1.8	Participate in Mission Analysis	150-MC-5112
						lan	1.9	Recommend the CCIR	150-MC-5113
							1.10	Participate in COA Development	150-MC-5114
							1.11	Participate in COA Analysis	150-MC-5115
							1.12	Participate in COA Comparison	150-MC-5116
. MC S							1.13	Conduct a COA Decision Brief	150-MC-5009
							1.14	Prepare a Warning Order	150-MC-5117
MC S	Staff						1.15	Participate in COA Approval	150-MC-5121
Tas	sks						1.16	Prepare an Operations Order	150-MC-5119
							1.17	Conduct Risk Management	150-MC-5145
						ер	1.18	Perform a Rehearsal	150-MC-5122
						Pr	1.19	Prepare a Fragmentary Order	150-MC-5125
							1.20	Assist Cdr in Executing Tactical Opns	150-MC-5131
							1.21	Assist Command Post Operations	150-MC-5200
						ıte	1.22	Displace the Command Posts	150-MC-5201
						ž	1.23	Employ Operations Security	150-MC-6111
							1.24	Conduct Military Deception Opns	150-MC-5127
							1.25	Control Tactical Airspace	150-MC-5715
							1.26		150-MC-5400
						sses	1.27 1.28	Assess the Current Situation	150-MC-5130
							1.28		150-MC-5124
						3		Employ Info Related Capabilities	150-MC-5320
						4		Employ KM Processes Coordinate CEMA	150-MC-5000
						_			150-MC-5900
						1		Establish the MC System Establish Common On Bisture (COR)	150-LDR-5252
				V	V	2		Establish Common Op Picture (COP)	150-MC-5315
MC Sy	/stem	3. Identify MC System components. Recall MC Info systems. K-K		K	K	3		Employ MC Information System	150-MC-5250
						4		Integrate the MC Information System	150-MC-5251
						5		Conduct Information Protection Operate the MC Network	150-MC-5010 150-MC-5003
						h	_		

B-2

Professional Competence ALA for Cadets

	GLOs	Educational Terminal Learning Objectives (TLO)	s	ı	o			Associated Training Tasks	Reference
				K	K	1		Describe Decisive Action	150-LDR-5034
							1.1	⁶ Conduct Force Projection (Div)	71-DIV-7300
							1.2	⁶ Conduct Force Projection (Corps)	71-CORP-7300
							1.3	^θ Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
		Recall Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities). K-K.					1.4	^θ Conduct Shaping Operations (Corps)	71-CORP-1270
		Operations, and Defense Support of Civil Authorities). K-K.	Sc	qd-P	lt		1.5	^θ Conduct Area Security (Div)	71-DIV-6500
							1.6	^θ Conduct MC for Theater (TA)	71-TA-5100
							1.7	⁶ Conduct RSOI (TA)	71-TA-1130
							1.8	^θ Coordinate Support for Theater (TA)	71-TA-5450
							1.9	⁶ Establish Intel Interoperability (TA)	71-TA-2500
				K	K	2		Describe Offensive Operations	150-LDR-5030
			Sc	ıd-P	lt		2.1	^θ Conduct Attack (Div)	71-DIV-7120
0	Combined	Describe common and MOS tasks relevant to offensive operations; Demonstrate Sqd-Plt. K-K.					2.2	^θ Conduct Attack (Corps)	71-CORP-7120
.E d							2.3	⁶ Conduct Forcile Entry (Div)	71-DIV-1340
DP/ADRP 3-0							2.4	⁶ Conduct Forcile Entry (Corps)	71-CORP-1340
ADP,	Unified		Sc	ηd-P	_		2.5	⁶ Conduct Movement to Contact (Div)	71-DIV-7110
	Land Opns			K	K	3		Describe Defensive Operations	150-LDR-5031
		Describe common and MOS tasks relevant to defensive operations; Demonstrate Sqd-Plt. K-K.	Sc	qd-P	lt		3.1	⁰ Conduct Defense (Div)	71-DIV-7222
		operations, Demonstrate Squ-Fit. K-K.					3.2	⁶ Conduct Defense (Corps)	71-CORP-7222
		4. Describe common and MOS tasks relevant to stability operations;		K	K	4		Describe Stability Operations	150-LDR-5032
		Demonstrate Sqd-Plt. K-K.					4.1	⁶ Conduct Theater Security Cooperation (TA)	71-TA-5711
		5. Describe common and MOS tasks relevant to Defense Support to Civil Authorities; Demonstrate Sqd-Plt. K-K.		К	K	5		Describe Defense Support to Civil Auth	150-LDR-5033
						6		Integrate Offensive Cyberspace Ops	150-MC-8013
						7		Integrate Defensive Cyberspace Ops	150-MC-8019
		B. Describe common tasks relevant to the conduct of DODIN Operations to include Cybersecurity K-Ap.	к	К	Ар	8		Conduct DODIN Operations	150-MC-8017

Army Profession and Leadership ALA for Cadets

	GLOs	Educational Terminal Learning Objectives (TLO)	s	ı	0		Associated Training Tasks	Reference
1		1. Identify key concepts of the Army Profession K-K.	К	К	К	1	Identify characteritics of the Army Profession	150-MC-8006
P/ADRP	Army Profession	2. Employ the Army Ethic. K-Ap.	к	к	Ар	2	Apply the Army Ethic	150-MC-8008
A		3. Identify key concepts of Character Development . K-K.	к	к	К	3	Analyze Army Character Development	150-MC-8009
		4. Define an Army leader and the purpose of leadership. K-K.	К	К	K	4	Compare Leadership with Command	150-MC-8007
ADP 6-22		5. Recall the three attributes and three competencies of Leadership Requirements Model. K-K.	К	к	к	5	Analyze the Army Leader Requirements Model	150-MC-8014
		6. Define Counselling, coaching, and mentoring. K-K.	к	к	К	6	Compare Counseling, Coaching, and Mentoring	150-MC-8015

Human Dimension ALA for Cadets

GLOs	Educational Terminal Learning Objectives (TLO)	s	I	o			Associated Training Tasks	Reference
	Define aspects of critical-creative thinking and problem solving		С	Ар	I	1	Apply Critical Thinking	150-MC-8012
	(ACT). Apply at Sqd-Plt level and during TLP C-Ap.		С	Ap		2	Conduct Problem Solving	150-MC-8010
	2. Describe active listening, negotiation, verbal and written					3	Apply Strategic Thinking	150-MC-8016
	communication skills. Apply at Sqd-Plt C-Ap.				ŀ	4	Apply Group Think Mitigation	150-MC-8011
Human	Describe cutural self-awarness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Sqd-Plt C-Ap.		С	Ap		5	Communicate Effectively	150-MC-8002
Dimension			С	Ар		6	Conduct Negotiations	150-MC-8003
	4. Describe the five dimensions of comprehensive fitness, and		С	Ap	Ī	7	Identify Operational Culture	150-MC-8001
	resilency skills . Apply Sqd-Plt C-Ap .		С	Ap		8	Demonstrate Comprehensive Fitness	150-MC-8004
	5. Describe Lifelong learning, self-assessment, and goal setting attributes. Apply - self C-Ap.		С	Ap	١,	9	Conduct Self Development	150-MC-8005
K-Knowledge,	C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluat	ion					^θ Div / Corps / Thea	ter Army; METL Tasks
Associated tra	ining tasks at: https://rdl.train.army.mil/catalog/dashboard						Gray shaded areas do not app	ly to this cohort area

Mission Command ALA for Lieutenants

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	0			Associated Training Tasks	Reference
	1. Interpret the six principles of the MC Philosophy; Apply at Plt-	С	С	Ар	1		Build teams thru mutual trust	150-LDR-500
	Co. <mark>C-Ap.</mark>	С	С	Ар	2		Create Shared Understanding	150-LDR-500
MC		С	С	С	3		Provide the Commander's Intent	150-LDR-500
hilosophy		С	С	Ар	4		Exercise Disciplined Initiative	150-LDR-500
		C	С	Ар	5		Use Mission Order Technique	150-LDR-500
		\mathbf{L}		Ар	6		Accept Prudent Risk	150-LDR-500
		_	\vdash	Ар	1		Lead the MC Operations Process	150-LDR-510
		-			2			150-LDR-510
	2. Identify the others Coluli du tooles (duive Onne Duccess build toones			Αp			Inform & Influence Relevant Audiences	
VIC Cdr/Ldr	2. Identify the three Cdr/Ldr tasks (drive Opns Process, build teams,			Ар	4		Develop Teams within Unit and UAP	150-LDR-50
Tasks	inform/influence audiences); Apply Plt-Co TLP. C-Ap.	K	C	Ар	_		Conduct Pre-Combat Inspections	150-LDR-50
					5		Organize the Staff for Operations	150-LDR-50
					6		Direct Rapid Decision & Sync Process	150-LDR-50
		-		Ap	7		Conduct Troop Leading Procedures*	150-LDR-50
		K	С	С	-		Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-510
						1.1	Participate in Army Design Methodology	150-MC-801
		K	С	Ap		1.2	Participate in MDMP	150-MC-51
						1.3	Develop a Running Estimate	150-MC-51
						1.4	Provide Input for IPB	150-MC-22
						1.5	Organize staff as CoS, XO, DCO	150-MC-00
						1.6	Perform Information Collection	150-MC-23
						1.7	Participate in Receipt of a Mission	150-MC-51
						1.8	Participate in Mission Analysis	150-MC-51
					Plar	1.9	Recommend the CCIR	150-MC-51
i						1.10	Participate in COA Development	150-MC-51
	3. Identify the four staff tasks (Ops process, KM/IM, IRC, CEMA)					1.11	Participate in COA Analysis	150-MC-51
	and six additional tasks (IRC, Airspace, Info Prot, Civil Affairs, OPSEC,					1.12	Participate in COA Comparison	150-MC-51
	Network). C-C.					1.13	Conduct a COA Decision Brief	150-MC-50
	rectworks. C-C.					1.14	Prepare a Warning Order	150-MC-51
MC Staff	Identify the operations process components (MDMP, Design Methodology, Risk Management); apply at Bn. C-Ap.					1.15	Participate in COA Approval	150-MC-51
Tasks		K	С	Ар		1.16	Prepare an Operations Order	150-MC-51
		K	С	Ар		1.17	Conduct Risk Management	150-MC-51
	5. Translate a Co OPORD and produce a Plt OPORD/ FRAGO. C-Ap	K	С	Ар	da	1.18	Perform a Rehearsal	150-MC-51
	5. Hansiate a Co OPORD and produce a Pit OPORD/ FRAGO. C-Ap	K	С	Ар	Prep	1.19	Prepare a Fragmentary Order	150-MC-51
						1.20	Assist Cdr in Executing Tactical Opns	150-MC-51
						1.21	Assist Command Post Operations	150-MC-52
					e	1.22	Displace the Command Posts	150-MC-52
					Execute	1.23	Employ Operations Security	150-MC-61
					EX	1.24	Conduct Military Deception Opns	150-MC-51
						1.25	Control Tactical Airspace	150-MC-57
						1.26	Develop Civil Affairs Annex	150-MC-54
		K	С	Ар	ess	1.27	Assess the Current Situation	150-MC-51
		K	С	Ар	Ass	1.28	Refine the Plan	150-MC-51
		K		Ар	2		Employ Info Related Capabilities	150-MC-53
		K	С	Ар	3		Employ KM Processes	150-MC-76
				Ар	4		Coordinate CEMA	150-MC-59
	6. Correlate Plt-Co MC system components; Employ MOS MC info		С	Ар	1		Establish the MC System	150-LDR-52
	systems. An-Ap		С	C	_		Establish Common Op Picture (COP)	150-MC-53
	•			Ар			Employ MC Information System	150-MC-52
MC System	7. Describe the five components of a Common Operational Picture		Ĺ	7	4		Integrate the MC Information System	150-MC-52
	(COP). C.				5		Conduct Information Protection	150-MC-50
	(COP). C.				6		Operate the MC Network	150-MC-50

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation Associated training tasks at: https://rdl.train.army.mil/catalog/dashboard

^{*}Opns Process for Bn and up; TLP for Co and lower Gray shaded areas do not apply to this cohort area

Professional Competence ALA for Lieutenants

	GLOs	Educational Terminal Learning Objectives (TLO)	s	ı	0		Associated Training Tasks	Reference
			К	С	Ap	1	Describe Decisive Action	150-LDR-5034
						1.1	⁶ Conduct Force Projection (Div)	71-DIV-7300
						1.2	^e Conduct Force Projection (Corps)	71-CORP-7300
		Describe Decisive Action components (Offense, Defense, Stability				1.3	⁶ Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
		Operations, and Defense Support of Civil Authorities); Apply Plt-Co.				1.4	⁶ Conduct Shaping Operations (Corps)	71-CORP-1270
		C-Ap.	PI	t-C	ю	1.5	^θ Conduct Area Security (Div)	71-DIV-6500
						1.6	^e Conduct MC for Theater (TA)	71-TA-5100
						1.7	^e Conduct RSOI (TA)	71-TA-1130
						1.8	⁶ Coordinate Support for Theater (TA)	71-TA-5450
						1.9	^e Establish Intel Interoperability (TA)	71-TA-2500
			К	С	Ар	2	Describe Offensive Operations	150-LDR-5030
		Explain common and MOS tasks relevant to offensive operations;	PI	t-C	ю	2.1	⁶ Conduct Attack (Div)	71-DIV-7120
0	Combined Arms during	Demonstrate Plt-Co. C-Ap.	Ш			2.2	^θ Conduct Attack (Corps)	71-CORP-7120
راك ع.			ш			2.3	⁰ Conduct Forcile Entry (Div)	71-DIV-1340
ADP/ADRP 3-0			Į.	lt-C		2.4	⁶ Conduct Forcile Entry (Corps)	71-CORP-1340
ADP	Unified		_	_	_	3	⁶ Conduct Movement to Contact (Div)	71-DIV-7110 150-LDR-5031
	Land Opns	3. Explain common and MOS tasks relevant to defensive	_	_	Ap		Describe Defensive Operations	
		operations; Demonstrate Plt-Co. C-Ap.	PI	lt-C	ю	3.1	^e Conduct Defense (Div)	71-DIV-7222
						3.2	⁶ Conduct Defense (Corps)	71-CORP-7222
		4. Explain common and MOS tasks relevant to stability operations;	К	С	Ар	4	Describe Stability Operations	150-LDR-5032
		Demonstrate Plt-Co. C-Ap.				4.1	⁶ Conduct Theater Security Cooperation (TA)	71-TA-5711
		5. Explain common and MOS tasks relevant to Defense Support to Civil Authorities; Demonstrate Plt-Co. C-Ap.	К	С	Ap	5	Describe Defense Support to Civil Auth	150-LDR-5033
						6	Integrate Offensive Cyberspace Ops	150-MC-8013
						7	Integrate Defensive Cyberspace Ops	150-MC-8019
		Explain common tasks relevant to the conduct of DODIN Operations to include Cybersecurity C-Ap.	С	С	Ар	8	Conduct DODIN Operations	150-MC-8017

Army Profession and Leadership ALA for Lieutenants

	GLOs	Educational Terminal Learning Objectives (TLO)	S	I	0		Associated Training Tasks	Reference
ļ		Communicate key concepts of the Army Profession C-C.	С	С	С	1	Identify characteritics of the Army Profession	150-MC-8006
00000	Army Profession	2. Employ Ethical Reasoning C-Ap.	С	С	Ар	2	Apply the Army Ethic	150-MC-8008
		3. Employ Character Development C-Ap.	С	С	Ар	3	Analyze Army Character Development	150-MC-8009
		 Describe command and leadership. Apply leadership Plt-Co C- Ap. 	С	С	Ap	4	Compare Leadership with Command	150-MC-8007
2000		5. Describe the three attributes and three competencies of Leadership Requirements Model. Apply at PIt-Co C-Ap	С	С	Ар	5	Analyze the Army Leader Requirements Model	150-MC-8014
		 Describe Counselling, coaching, and mentoring. Apply at PIt-Co C-Ap 	С	С	Ар	6	Compare Counseling, Coaching, and Mentoring	150-MC-8015

Human Dimension ALA for Lieutenants

GLOs	Educational Terminal Learning Objectives (TLO)	s	ı	О		Associated Training Tasks	Reference
	Define aspects of critical-creative thinking and problem solving	С	С	Ар	1	Apply Critical Thinking	150-MC-8012
	(ACT). Apply at Sqd-Plt level and during TLP C-Ap.	С	С	Ap	2	Conduct Problem Solving	150-MC-8010
	Describe active listening, negotiation, verbal and written communication skills. Apply at Sqd-Plt C-Ap				3	Apply Strategic Thinking	150-MC-8016
					4	Apply Group Think Mitigation	150-MC-8011
Human	Describe cutural self-awarness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Sqd-Plt C-Ap.	С	С	Ap	5	Communicate Effectively	150-MC-8002
Dimension		С	С	Ар	6	Conduct Negotiations	150-MC-8003
	4. Describe the five dimensions of comprehensive fitness, and	С	С	Ap	7	Identify Operational Culture	150-MC-8001
	resilency skills . Apply Sqd-Plt C-Ap.	С	С	Ap	8	Demonstrate Comprehensive Fitness	150-MC-8004
	5. Describe Lifelong learning, self-assessment, and goal setting attributes. Apply - self C-Ap.	С	С	Ар	9	Conduct Self Development	150-MC-8005
K-Knowledge,	C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluat	ion			-	^e Div / Corps / Theat	er Army; METL Tasks

Associated training tasks at: https://rdl.train.army.mil/catalog/dashboard Gray shaded areas do not apply to this cohort area

Mission Command ALA for Captains

	GLOs	Educational Terminal Learning Objectives (TLO)	S	I	0			Associated Training Tasks	Reference							
			С	An	Ар	1		Build teams thru mutual trust	150-LDR-500							
			С	An	Ар	2		Create Shared Understanding	150-LDR-500							
	MC	 Analyze the six principles of the MC Philosophy; Apply at Co-Bn. 	С	An	Ар	3		Provide the Commander's Intent	150-LDR-500							
Ph	ilosophy	An-Ap	С	An	Ар	4		Exercise Disciplined Initiative	150-LDR-500							
			С	An	Ар	5		Use Mission Order Technique	150-LDR-500							
			\vdash		Ap	_		Accept Prudent Risk	150-LDR-500							
			-	_	Ap	_		Lead the MC Operations Process	150-LDR-510							
			-		Ap		_	Inform & Influence Relevant Audiences	150-LDR-500							
		2. Analyze the three Cdr/Ldr tasks (drive Opns Process, build	-		Ар	_	_	Develop Teams within Unit and UAP	150-LDR-500							
	Cdr/Ldr	teams, inform/influence audiences; Apply Co- TLP. An-Ap.	-		Ар			Conduct Pre-Combat Inspections	150-LDR-502							
	Tasks	teams, morny muchec addrenees, reply contain the re-	Ü	7	7.10	5		Organize the Staff for Operations	150-LDR-50:							
						6		Direct Rapid Decision & Sync Process	150-LDR-50							
			С	S	Ε	_		Conduct Troop Leading Procedures*	150-LDR-50							
			Н	_	Аp	_		Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-5100							
			-	С	-	1										
			Н	_	-		1.1	Participate in Army Design Methodology	150-MC-801							
			-	An	-		1.2	Participate in MDMP	150-MC-51							
			C .	I			1.3	Develop a Running Estimate	150-MC-51							
							1.4	Provide Input for IPB	150-MC-22							
			-				1.5	Organize staff as CoS, XO, DCO	150-MC-00							
			-	An			1.6	Perform Information Collection	150-MC-23							
			Н	An			1.7	Participate in Receipt of a Mission	150-MC-51							
			С	An	Ap	u	1.8	Participate in Mission Analysis	150-MC-51							
					Ap	Pla		Recommend the CCIR	150-MC-51							
	j			An			1.10	Participate in COA Development	150-MC-51							
		3. Analyze the four staff tasks (Ops process, KM/IM, IRC, CEMA)	-	An	-		1.11	Participate in COA Analysis	150-MC-51							
		and six additional tasks (MILDEP, Airspace control, Info Prot, Civil		An			1.12	Participate in COA Comparison	150-MC-51							
		Affairs, Network); Apply at Bn. An-Ap.	-	An			1.13	Conduct a COA Decision Brief	150-MC-50							
				An			1.14	Prepare a Warning Order	150-MC-51							
	AC Staff	 Analyze operations process components (plan, prepare, execute, assess); Apply at Bn higher. An-Ap. Analyze a Bn OPORD and produce a Co OPORD/ FRAGO. An-Ap. 		An			1.15	Participate in COA Approval	150-MC-51							
	Tasks		-	An	-		1.16	Prepare an Operations Order	150-MC-51							
				An			1.17	Conduct Risk Management	150-MC-51							
			K A	I		Ψ	1.18	Perform a Rehearsal	150-MC-51							
			K		_	Ь	2123	Prepare a Fragmentary Order	150-MC-512							
					Ap		1.20	Assist Cdr in Executing Tactical Opns	150-MC-513							
					Ар		1.21	Assist Command Post Operations	150-MC-52							
					Ap	rte	1.22	Displace the Command Posts	150-MC-52							
			K	С	С	=	1.23	Employ Operations Security	150-MC-61							
			K			3	1.24	Conduct Military Deception Opns	150-MC-51							
			-	С			1.25	Control Tactical Airspace	150-MC-57							
			K	С	-		1.26	Develop Civil Affairs Annex	150-MC-54							
			K	An	Ap	sess	1.27 1.28	Assess the Current Situation	150-MC-51							
							1.28	Refine the Plan	150-MC-51							
					С			Employ Info Related Capabilities	150-MC-53							
			-		С	_		Employ KM Processes	150-MC-76							
			-	_	С	_		Coordinate CEMA	150-MC-59							
		6. Analyze Co-Bn MC system components; Employ Bn MC info			Ap	_		Establish the MC System	150-LDR-52							
		systems. An-Ap.			Ap	_		Establish Common Op Picture (COP)	150-MC-53							
M	C System		С	An	Ар	3		Employ MC Information System	150-MC-52							
IVIC	o System	7. Analyze the five components of a Common Operational Picture			Ар			Integrate the MC Information System	150-MC-52							
		(COP) An-Ap.			С			Conduct Information Protection	150-MC-50							
			K	С	С	6		Operate the MC Network	150-MC-50							
			_	_	-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation *Opns Process for Bn and up; TLP for Co and lower											

Professional Competence ALA for Captains

	GLOs	Educational Terminal Learning Objectives (TLO)	s	ı	0			Associated Training Tasks	Reference
			С	An	Ар	1		Describe Decisive Action	150-LDR-5034
							1.1	⁶ Conduct Force Projection (Div)	71-DIV-7300
							1.2	⁶ Conduct Force Projection (Corps)	71-CORP-7300
		1. Analyze Decisive Action components (Offense, Defense, Stability					1.3	⁶ Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
		Operations, and Defense Support of Civil Authorities); Apply Co-Bn.					1.4	⁶ Conduct Shaping Operations (Corps)	71-CORP-1270
		An-Ap.	C	Co-Bn			1.5	⁶ Conduct Area Security (Div)	71-DIV-6500
							1.6	^θ Conduct MC for Theater (TA)	71-TA-5100
							1.7	^e Conduct RSOI (TA)	71-TA-1130
							1.8	⁶ Coordinate Support for Theater (TA)	71-TA-5450
							1.9	[®] Establish Intel Interoperability (TA)	71-TA-2500
			С	An	Ар	2	!	Describe Offensive Operations	150-LDR-5030
		Analyze common and MOS tasks relevant to offensive operations; Demonstrate Co-Bn. An-Ap.	C	о-В	n		2.1	⁶ Conduct Attack (Div)	71-DIV-7120
	Combined					L	2.2	^e Conduct Attack (Corps)	71-CORP-7120
P 3-C	Arms	operations, benionstrate co-bii. Air-Ap.					2.3	^e Conduct Forcile Entry (Div)	71-DIV-1340
ADP/ADRP 3-0	during						2.4	⁸ Conduct Forcile Entry (Corps)	71-CORP-1340
DP/	Unified		C	co-B	n		2.5	⁶ Conduct Movement to Contact (Div)	71-DIV-7110
ď	Land Opns	Analyze common and MOS tasks relevant to defensive; Demonstrate Co-Bn. An- Ap.	С	An	Ap	3	}	Describe Defensive Operations	150-LDR-5031
			ď	Co-Bn			3.1	⁰ Conduct Defense (Div)	71-DIV-7222
							3.2	^e Conduct Defense (Corps)	71-CORP-7222
		4. Analyze common and MOS tasks relevant to stability operations;	С	An	Ap	4	1	Describe Stability Operations	150-LDR-5032
		Demonstrate Co-Bn. An- Ap.					4.1	⁶ Conduct Theater Security Cooperation (TA)	71-TA-5711
		5. Analyze common and MOS tasks relevant to Defense Support to Civil Authorities; Demonstrate Co-Bn. An- Ap.	С	An	Ар	5	,	Describe Defense Support to Civil Auth	150-LDR-5033
		6. Explain common tasks relevant to the integration of Offensive Cyberspace Operations C-Ap.	К	С	Ар	6	i	Integrate Offensive Cyberspace Ops	150-MC-8013
		7. Explain common tasks relevant to the conduct of Defensive Cyberspace Operations C-Ap.	К	С	Ар	7	,	Integrate Defensive Cyberspace Ops	150-MC-8019
		Explain common tasks relevant to the conduct of DODIN Operations to include Cybersecurity C-Ap.	С	С	Ар	8	1	Conduct DODIN Operations	150-MC-8017

Army Profession and Leadership ALA for Captains

	GLOs	Educational Terminal Learning Objectives (TLO)	s	ı	o		Associated Training Tasks Refere	ence
1 0		1. Examine key concepts of the Army Profession . An-An.	С	An	An		ldentify characteritics of the Army Profession 150-MC	C-8006
P/ADRI	Army Profession	2. Examine the Army Ethic. An-An.	С	An	An		Apply the Army Ethic 150-MC	C-8008
JA		Integrate Character Development into unit activities An-An.	С	An	An		Analyze Army Character Development 150-MC	C-8009
		 Analyze command and leadership. Apply leadership Co-Bn An- Ap. 	С	An	Ар	, .	Compare Leadership with Command 150-MC	C-8007
ADP 6-22	Army Leadership	5. Correlate the leadership attributes and competencies with the six MC philosophy principles. Apply at Co-Bn An-Ap.	С	An	Ар)	Analyze the Army Leader Requirements Model 150-MC	C-8014
		6. Correlate Counselling, coaching, and mentoring. Apply at Co-Bn An-Ap.	С	An	Ар	,	6 Compare Counseling, Coaching, and Mentoring 150-MC	C-8015

Human Dimension ALA for Captains

GLOs	Educational Terminal Learning Objectives (TLO)	s	ı	О)		Associated Training Tasks	Reference
	Analyze critical -creative thinking components and problem solving (ACT, Risk Management, GTM). Apply at Co Bn and during	С	Ar	n Ap	,	1	Apply Critical Thinking	150-MC-8012
	TLP and Bn MDMP. An-Ap.	С	Ar	n Ap	,	2	Conduct Problem Solving	150-MC-8010
	2. Analyze active listening, negotiation, verbal and written					3	Apply Strategic Thinking	150-MC-8016
	communication skills. Apply at Co-Bn An-Ap.	С	An	n Ap	5	4	Apply Group Think Mitigation	150-MC-8011
Human	3. Analyze cutural self-awarness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Co-Bn S-Ap.	С	An	n Ap	5	5	Communicate Effectively	150-MC-8002
Dimension		С	An	n Ap	,	6	Conduct Negotiations	150-MC-8003
	4. Correlate the five dimensions of comprehensive fitness, and	С	S	A	5	7	Identify Operational Culture	150-MC-8001
	resilency skills. Apply Co-Bn An-Ap.	С	An	ı Ap	,	8	Demonstrate Comprehensive Fitness	150-MC-8004
	5. Analyze Lifelong learning, self-assessment, and goal setting attributes. Apply - self An-Ap.	С	Ar	n Ap	,	9	Conduct Self Development	150-MC-8005
K-Knowledge,	C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluat	ion					⁶ Div / Corps / Theater A	rmy; METL Tasks
Associated tra	ining tasks at: https://rdl.train.army.mil/catalog/dashboard						Gray shaded areas do not apply to	this cohort area

Mission Command ALA for Majors

	GLOs	Educational Terminal Learning Objectives (TLO)	S	ı)		Associated Training Tasks	Reference
				S A			Build teams thru mutual trust	150-LDR-5001
			С	An S	2		Create Shared Understanding	150-LDR-5007
	MC	1. Synthesize the six principles of the MC Philosophy; Apply at Bn-	С	S A	3		Provide the Commander's Intent	150-LDR-5004
	Philosophy		С	S A	_		Exercise Disciplined Initiative	150-LDR-5006
	. ,	·	Н	An S	_		Use Mission Order Technique	150-LDR-5003
				S A			Accept Prudent Risk	150-LDR-5002
			_	S E	_	_	Lead the MC Operations Process	150-LDR-5100
			-	S E	_		Inform & Influence Relevant Audiences	150-LDR-5005
		2. Synthesize the three Cdr/Ldr tasks (drive Opns Process, build	-	S E	_		Develop Teams within Unit and UAP	150-LDR-5001
	IVIC Car/Lar	teams, inform/influence audiences); Assess TLP Co-below. S-E.	\vdash	S E	+-		Conduct Pre-Combat Inspections	150-LDR-5022
	Tasks	,		S E	_		Organize the Staff for Operations	150-LDR-5013
			-	An E	_		Direct Rapid Decision & Sync Process	150-LDR-5014
					7		* Conduct Troop Leading Procedures*	150-LDR-5012
			С	An S	1		* Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-5100*
			С	S A)	1.	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	150-MC-8018
			С	S E	_	1.		150-MC-5111
			С	S E	1	1.	'	150-MC-5144
			С	S E		1.		150-MC-2210
				S E		1.		150-MC-0000
			С	S E		1.	6 Perform Information Collection	150-MC-2300
			С	S E		1.	7 Participate in Receipt of a Mission	150-MC-5110
). 6.C			С	S E	_ _	1.	8 Participate in Mission Analysis	150-MC-5112
DRF			-	S E	Plai	1.	9 Recommend the CCIR	150-MC-5113
4 / d		3. Synthesize the four staff tasks (Ops process, KM/IM, IRC, CEMA)		S E		1.	10 Participate in COA Development	150-MC-5114
AD		and six additional tasks (MILDEP, Airspace control, Info Prot, Civil		S E		\vdash	11 Participate in COA Analysis	150-MC-5115
5.0;		Affairs, Network); Apply at Bn-Bde.		S E		_	12 Participate in COA Comparison	150-MC-5116
ADP/ADRP 5.0; ADP/ADRP 6.0			-	S E	_	-	13 Conduct a COA Decision Brief	150-MC-5009
√A[4. Manage Bn-higher operations process components (plan,	С	S E	-	\vdash	14 Prepare a Warning Order	150-MC-5117
AD	Tasks	prepare, execute, assess); Assess at Bn-higher. S-Ap		S E		_	15 Participate in COA Approval	150-MC-5121
		5. Synthesize a Bde/Div OPORD and produce a Bn/Bde OPORD/	-	S A	_	\vdash	16 Prepare an Operations Order	150-MC-5119
		FRAGO. S-Ap.	\perp	S E			17 Conduct Risk Management 18 Perform a Rehearsal	150-MC-5145 150-MC-5122
		11A00. 3 Ap.	-	S A	Prep	1.	19 Prepare a Fragmentary Order	150-MC-5125
				C A			20 Assist Cdr in Executing Tactical Opns	150-MC-5131
				C A	_	_	21 Assist Command Post Operations	150-MC-5200
				C A		1.	22 Displace the Command Posts	150-MC-5201
			С	S E	ecut		23 Employ Operations Security	150-MC-6111
			С	S A	ă	1.	24 Conduct Military Deception Opns	150-MC-5127
			С	S A		1.	25 Control Tactical Airspace	150-MC-5715
				S A			26 Develop Civil Affairs Annex	150-MC-5400
			С	S E	sess	1.	27 Assess the Current Situation	150-MC-5130
						1.		150-MC-5124
				S A	_		Employ Info Related Capabilities	150-MC-5320
				S A			Employ KM Processes	150-MC-7654
			C	S A	_		Coordinate CEMA	150-MC-5900
		6. Manage MC system components; Employ Bn MC info systems. S-		An A	-		Establish the MC System	150-LDR-5252
		Ap.		S A	-		Establish Common Op Picture (COP)	150-MC-5315
	MC System	7. Manage the five components of the COP; Interpret COP at Bn-		An Ar			Employ MC Information System	150-MC-5250
		higher S-Ap.	_	An Ap	_		Integrate the MC Information System Conduct Information Protection	150-MC-5251
		inguei suh.		S E			Conduct Information Protection Operate the MC Network	150-MC-5010 150-MC-5003
ν	Vnowledge (Comprehension An Application An Applysic Counthering Frequent	_		U		'	
		C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluat	non.				*Opns Process for Bn and up; TLF	
AS	sociated trai	ining tasks at: https://rdl.train.army.mil/catalog/dashboard					Gray shaded areas do not apply to	this conort area

Professional Competence ALA for Majors

	GLOs	Educational Terminal Learning Objectives (TLO)	s	ı	0		Associated Training Tasks	Reference
			С	S	Ар	1	Describe Decisive Action	150-LDR-5034
			С	S	Ар	1.1	^e Conduct Force Projection (Div)	71-DIV-7300
			С	S	Ар	1.2	^e Conduct Force Projection (Corps)	71-CORP-7300
			С	S	Ар	1.3	⁶ Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
		1. Synthesize Decisive Action components (Offense, Defense,	С	S	Ар	1.4	⁸ Conduct Shaping Operations (Corps)	71-CORP-1270
		Stability Operations, and Defense Support of Civil Authorities); Apply Bn-Bde. S-Ap.	С	S	Ар	1.5	^e Conduct Area Security (Div)	71-DIV-6500
		Apply bil-bue. 3-Ap.	С	S	Ар	1.6	^e Conduct MC for Theater (TA)	71-TA-5100
			С	S	Ар	1.7	^e Conduct RSOI (TA)	71-TA-1130
			С	S	Ар	1.8	⁶ Coordinate Support for Theater (TA)	71-TA-5450
			С	S	Ар	1.9	⁸ Establish Intel Interoperability (TA)	71-TA-2500
				S	Ар	2	Describe Offensive Operations	150-LDR-5030
		Develop and Synthesize offensive operations. Apply Bn-higher. S-		S		2.1	⁸ Conduct Attack (Div)	71-DIV-7120
	Combined		С	S	Ар	2.2	⁶ Conduct Attack (Corps)	71-CORP-7120
3-0	Arms	Ap.	С	S	Ap	2.3	⁸ Conduct Forcile Entry (Div)	71-DIV-1340
VDRF	during		С	S	Ap	2.4	⁸ Conduct Forcile Entry (Corps)	71-CORP-1340
ADP/ADRP 3-0	Unified		С	S	Ap	2.5	⁸ Conduct Movement to Contact (Div)	71-DIV-7110
	Land Opns		С	S	Ар	3	Describe Defensive Operations	150-LDR-5031
		3. Develop and Synthesize defensive operations. Apply Bn-higher. S-Ap.	С	s	Ар	3.1	⁶ Conduct Defense (Div)	71-DIV-7222
			С	s	Ap	3.2	⁶ Conduct Defense (Corps)	71-CORP-7222
		4. Develop and Synthesize stability operations. Apply Bn-higher. S-	С	s	Ap	4	Describe Stability Operations	150-LDR-5032
		Ap.	С	S	Ар	4.1	⁶ Conduct Theater Security Cooperation (TA)	71-TA-5711
		5. Develop and Synthesize Defense Support to Civil Authorities; Apply Bn-higher. S-Ap.	С	S	Ap	5	Describe Defense Support to Civil Auth	150-LDR-5033
		 Synthesize the integration of Offensive Cyberspace Operations. S- Ap. 	С	An	Ар	6	Integrate Offensive Cyberspace Ops	150-MC-8013
		7. Synthesize the conduct of Defensive Cyberspace Operations. S-Ap.	С	An	Ap	7	Integrate Defensive Cyberspace Ops	150-MC-8019
		Synthesize the conduct of DODIN Operations to include Cybersecurity. S-Ap.	С	An	Ар	8	Conduct DODIN Operations	150-MC-8017

Army Profession and Leadership ALA for Majors

	GLOs	Educational Terminal Learning Objectives (TLO)	S	I	o		Associated Training Tasks	Reference
0 1		Align organizational programs, policies, and processes with the Army Profession. S-S.	С	S	s	1	Identify characteritics of the Army Profession	150-MC-8006
auv/a	Army Profession	2. Employ the Army Ethic at the Organizational Level S-S.	С	s	s	2	Apply the Army Ethic	150-MC-8008
٧٧	Ž.	 Integrate Character Development into Organizational Programs S. 	C	S	s	3	Analyze Army Character Development	150-MC-8009
		4. Synthesize the three levels of leadership. Apply leadership Bn-Div S-Ap .	С	s	Ap	4	Compare Leadership with Command	150-MC-8007
55-3 day	-	5. Synthesize leadership attributes and competencies to enable the practice of the MC philosophy. Apply leadership at Bn-Div S-Ap.	C	S	Ар	5	Analyze the Army Leader Requirements Model	150-MC-8014
		6. Synthesize Counselling, coaching, and mentoring. Apply at Bn-Div S-Ap.	С	s	Ap	6	Compare Counseling, Coaching, and Mentoring	150-MC-8015

Human Dimension ALA for Majors

GLOs	Educational Terminal Learning Objectives (TLO)	s	ı	o		Associated Training Tasks	Reference		
	Synthesize critical - creative thinking components (design), and problem solving (ACT, Risk Management, GTM, ADM, Strategic		s	Ар	1	Apply Critical Thinking	150-MC-8012		
	Thinking). Apply critical thinking at Bn and during MDMP. S-Ap.	С	s	Ар	2	Conduct Problem Solving	150-MC-8010		
	2. Synthesize active listening, negotiation, verbal and written	С	s	Ар	3	Apply Strategic Thinking	150-MC-8016		
	communication skills. Apply at Bn-Div S-Ap.	С	s	Ар	4	Apply Group Think Mitigation	150-MC-8011		
Human	3. Synthesize cutural self-awarness and cross cultural competence,	С	s	Ар	5	Communicate Effectively	150-MC-8002		
Dimension	related knowledge, attributes, and interpersonal skills (including JIIM). Apply Bn-Div S-Ap.	С	s	Ар	6	Conduct Negotiations	150-MC-8003		
	4. Synthesize the five dimensions of comprehensive fitness, and	С	s	Αp	7	Identify Operational Culture	150-MC-8001		
	resilency skills. Apply Bn-Div S-Ap.	С	S	Ар	8	Demonstrate Comprehensive Fitness	150-MC-8004		
	 Synthesize Lifelong learning, self-assessment, and goal setting attributes. Apply self assessment, and goal setting attributes S-Ap. 	С	S	Ар	9	Conduct Self Development	150-MC-8005		
K-Knowledge.	(nowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation Biv / Corps / Theater Army; METL Tas								

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation Associated training tasks at: https://rdl.train.army.mil/catalog/dashboard

⁸ Div / Corps / Theater Army; METL Tasks Gray shaded areas do not apply to this cohort area

Mission Command ALA for Lieutenant Colonels and Colonels

GLOs	Educational Terminal Learning Objectives (TLO)	SI	0		Associated Training Tasks	Reference
	Evaluate the six principles of the MC Philosophy at Bn-higher;		Ε	1	Build teams thru mutual trust	150-LDR-5001
			Ε	2	Create Shared Understanding	150-LDR-5007
MC			Ε	3	Provide the Commander's Intent	150-LDR-5004
	Assess subordinates' application. E-E.	C E	E	4	Exercise Disciplined Initiative	150-LDR-5006
ооор,	associations = =:	C E	_	1		150-LDR-5003
		CE	+-	ı.	Use Mission Order Technique	
		\vdash	+	-	Accept Prudent Risk	150-LDR-5002
		C E	_	_	Lead the MC Operations Process	150-LDR-5100
		C E	+-	-	Inform & Influence Relevant Audiences	150-LDR-5005
MC Cdr/Ld	2. Evaluate the three Cdr/Ldr tasks (drive Opns Process, build teams,	C E	_	_	Develop Teams within Unit and UAP	150-LDR-5001
Tasks	inform/influence audiences); Assess subordinates' application. E-E.	C E		_	Conduct Pre-Combat Inspections	150-LDR-5022
		C E	_	_	Organize the Staff for Operations	150-LDR-5013
		C E	Ε		Direct Rapid Decision & Sync Process	150-LDR-5014
				7	* Conduct Troop Leading Procedures*	150-LDR-5012
		C E	_	_	* Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-5100*
		C E	_		1.1 Participate in Army Design Methodology	150-MC-8018
		C E		_	1.2 Participate in MDMP	150-MC-5111
		C E			1.3 Develop a Running Estimate	150-MC-5144
		C E	_		1.4 Provide Input for IPB	150-MC-2210
		C E	_		1.5 Organize staff as CoS, XO, DCO	150-MC-0000
		C E	_	-	1.6 Perform Information Collection	150-MC-2300
		C E	E		1.7 Participate in Receipt of a Mission	150-MC-5110
		C E		_	1.8 Participate in Mission Analysis	150-MC-5112
		C E		Plan	1.9 Recommend the CCIR	150-MC-5113
	3. Evaluate the four staff tasks (Ops process, KM/IM, IRC, CEMA) and	CE			1.10 Participate in COA Development	150-MC-5114
	six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs,	CE			1.11 Participate in COA Analysis	150-MC-5115
	Network). Assess at echelon. E- E.	CE			1.12 Participate in COA Comparison	150-MC-5116
	4. Evaluate operations process components (plan, prepare, execute, assess). Assess at Bn-higher. E- E. 5. Interpret Bn-higher a ORDER/PLAN and produce an OPORD/FRAGO at echelon using the "mission order" technique;	1.13 Conduct a COA Decision Brief	150-MC-5009			
		CE	Ε		1.14 Prepare a Warning Order	150-MC-5117
MC Staff		C S C E	Ε		1.15 Participate in COA Approval	150-MC-5121
Tasks			Ε		1.16 Prepare an Operations Order	150-MC-5119
			Ε		1.17 Conduct Risk Management	150-MC-5145
					1.18 Perform a Rehearsal	150-MC-5122
		C S	Ε	Pr	1.19 Prepare a Fragmentary Order	150-MC-5125
	ASSESS SUBSTAINATES ONDERS. S E.	S	Ε		1.20 Assist Cdr in Executing Tactical Opns	150-MC-5131
		S	Ε		1.21 Assist Command Post Operations	150-MC-5200
		S	Ε	te	1.22 Displace the Command Posts	150-MC-5201
		CE	Ε	Execute	1.23 Employ Operations Security	150-MC-6111
		CE	Ε	Ĝ	1.24 Conduct Military Deception Opns	150-MC-5127
		C E	Ε		1.25 Control Tactical Airspace	150-MC-5715
		C E			1.26 Develop Civil Affairs Annex	150-MC-5400
		CE	Ε	ess	1.27 Assess the Current Situation 1.28 Refine the Plan	150-MC-5130
		CE	Ε	Ass	1.28 Refine the Plan	150-MC-5124
			Ε		Employ Info Related Capabilities	150-MC-5320
		C S	Ε	3	Employ KM Processes	150-MC-7654
		C S	Ε	4	Coordinate CEMA	150-MC-5900
		S	Ε	1	Establish the MC System	150-LDR-5252
	6. Organize, employ, and assess Mission Command System within	S	Ε	2	Establish Common Op Picture (COP)	150-MC-5315
	own organization; Evaluate MC info systems. S-E.	S	+-	_	Employ MC Information System	150-MC-5250
MC System		S	_	_	Integrate the MC Information System	150-MC-5251
	7. Validate and assess COP at echelon. S-E.	C E	_	_	Conduct Information Protection	150-MC-5010
			_	6	Operate the MC Network	150-MC-5003
		CE	1 5	U	TODELATE THE INC. INC. M.	1.3U-IVIC-3UU3

Professional Competence ALA for Lieutenant Colonels and Colonels

	GLOs	Educational Terminal Learning Objectives (TLO)	s	ı	0			Associated Training Tasks	Reference
			С	Ε	Ε	1		Describe Decisive Action	150-LDR-5034
			С	Ε	Ε		1.1	⁶ Conduct Force Projection (Div)	71-DIV-7300
				Ε	Ε		1.2	⁶ Conduct Force Projection (Corps)	71-CORP-7300
			С	Ε	Ε		1.3	⁶ Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
		1. Assess Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities); Apply Bn-	С	Ε	Ε		1.4	⁶ Conduct Shaping Operations (Corps)	71-CORP-1270
		Higher. E-E.	С	Ε	Ε		1.5	^θ Conduct Area Security (Div)	71-DIV-6500
		Tilgifett E E.	С	Е	Ε		1.6	⁶ Conduct MC for Theater (TA)	71-TA-5100
			С	Е	Ε		1.7	⁶ Conduct RSOI (TA)	71-TA-1130
			С	Е	Е		1.8	⁶ Coordinate Support for Theater (TA)	71-TA-5450
				Е	Е		1.9	⁶ Establish Intel Interoperability (TA)	71-TA-2500
		Synthesize and Assess offensive operations at echelon. E-E.	С	Ε	Ε	2		Describe Offensive Operations	150-LDR-5030
			С	_	Ε		2.1	^e Conduct Attack (Div)	71-DIV-7120
	Combined		С	Ε			2.2	^θ Conduct Attack (Corps)	71-CORP-7120
P 3-	Arms		C		Ε		2.3	^θ Conduct Forcile Entry (Div)	71-DIV-1340
DP/ADRP 3-0	during			Ε	Ε		2.4	^θ Conduct Forcile Entry (Corps)	71-CORP-1340
da la	Unified			Ε	Ε		2.5	^θ Conduct Movement to Contact (Div)	71-DIV-7110
١	Land Opns	Synthesize and Assess defensive operations at echelon. E-E.	С	Ε	Ε	3		Describe Defensive Operations	150-LDR-5031
			С	Е	Е		3.1	^θ Conduct Defense (Div)	71-DIV-7222
			С	Е	Е		3.2	⁶ Conduct Defense (Corps)	71-CORP-7222
		4. Synthesize and Assess stability operations at echelon. E-E.	С	Ε	Ε	4		Describe Stability Operations	150-LDR-5032
		4. Synthesize and Assess stability operations at echelon. E-E.	С	Е	Е		4.1	^e Conduct Theater Security Cooperation (TA)	71-TA-5711
		5. Synthesize and Assess Defense Support to Civil Authoritiess at echelon. E-E.	С	Е	Е	5		Describe Defense Support to Civil Auth	150-LDR-5033
		6. Synthesize and Assess the integration of Offensive Cyber Operations S-E.	С	s	Ар	6		Integrate Offensive Cyberspace Ops	150-MC-8013
		7. Synthesize and Assess the conduct of Defensive Cyberspace Operations S-Ap.	С	s	Ар	7		Integrate Defensive Cyberspace Ops	150-MC-8019
		8. Synthesize and Assess the conduct of DODIN Operations to include Cybersecurity S-Ap.	С	s	Ар	8		Conduct DODIN Operations	150-MC-8017

Army Profession and Leadership ALA for Lieutenant Colonels and Colonels

	GLOs Educational Terminal Learning Objectives (TLO)		s	ı	0		Associated Training Tasks	Reference
-	•	1. Integrate Stewardship of the Profession into Army Culture. E- E.	С	Е	Е	1	Identify characteritics of the Army Profession	150-MC-8006
adda/ac	Army Profession	2. Evaluate key issues affecting the Army Ethlc. E-E.	С	Е	Е	2	Apply the Army Ethic	150-MC-8008
10		3. Evaluate key issues affecting Character Development. E-E.	С	Е	Е	3	Analyze Army Character Development	150-MC-8009
		4. Assess effectiveness of the three levels of leadership. Evaluate leadership Bde-lower. E-E.	С	Е	E	4	Compare Leadership with Command	150-MC-8007
0000	Armv	 Assess how the leadership attributes and competencies enable the practice of the MC philosophy. Evaluate Bde-lower E-E. 	С	Е	Е	5	Analyze the Army Leader Requirements Model	150-MC-8014
		6. Assess Counselling, coaching, and mentoring. Assess Bde-lower E-E.	С	Е	Е	6	Compare Counseling, Coaching, and Mentoring	150-MC-8015

Human Dimension ALA for Lieutenant Colonels and Colonels

GLOs	Educational Terminal Learning Objectives (TLO)	s	I	o		Associated Training Tasks	Reference		
	Assess critical - creative thinking components (ACT, Risk Management, GTM, ADM, Strategic Thinking). Evaluate critical	С	Е	Е	1	Apply Critical Thinking	150-MC-8012		
	thinking at Bn-higher MDMP. E-E.	С	Е	Е	2	Conduct Problem Solving	150-MC-8010		
	2. Assess active listening, negotiation, verbal and written	С	Е	Ε	3	Apply Strategic Thinking	150-MC-8016		
	communication skills. Evaluate at Bn-higher. E-E.	С	Ε	Ε	4	4 Apply Group Think Mitigation	150-MC-8011		
Human	3. Evaluate cutural self-awarness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Assess Bn-higher. E-E.	С	Е	Ε	5	Communicate Effectively	150-MC-8002		
Dimension		С	Е	Е	6	Conduct Negotiations	150-MC-8003		
	4. Evaluate the five dimensions of comprehensive fitness, and	С	Е	Ε	7	Identify Operational Culture	150-MC-8001		
	resilency skills. Assess Bn-higher. E-E.	С	Е	Е	8	Demonstrate Comprehensive Fitness	150-MC-8004		
	5. Sythesize Lifelong learning, self-assessment, and goal setting attributes. Apply - self, Assess Bn-higher. S-E.	С	s	Е	9	Conduct Self Development	150-MC-8005		
K-Knowledge,	K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation Biv / Corps / Theater Army; METL Tasks								
Associated tra	Associated training tasks at: https://rdl.train.army.mil/catalog/dashboard Gray shaded areas do not apply to this cohort area								

Recap of Terminal Learning Objectives for Officers

ALA	GLOs	CADET	LT	СРТ	MAJ	LTC-COL
	MC Philosophy	 Identify the six principles of the MC Philosophy; Apply at Sqd- Plt. K-Ap. 		 Analyze the six principles of the MC Philosophy; apply at Co- Bn. An-Ap 	 Synthesize the six principles of the MC Philosophy; apply at Bn-Div. S- Ap. 	Evaluate the six principles of the MC Philosophy at Bn-higher; assess subordinates' application. E-E
	MC Warfighting Function CDR/LDR Tasks	Plt. C-Ap .	2. Identify the three Cdr/Ldr tasks (drive Opns Process, build teams, inform/influence audiences); Apply Plt-Co TLP. C- Ap.	2. Analyze the three Cdr/Ldr tasks (drive Opns Process, build teams, inform/influence audiences); Apply Co-TLP. An-Ap.	2. Synthesize the three Cdr/Ldr tasks (drive Opns Process, build teams, inform/influence audiences); Assess TLP Co-below. S-E.	(drive Opns Process, build teams,
pu			(Ops process, KM/IM, IRC, CEMA) and six additional tasks (IRC,		3. Synthesize the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network); Apply at Bn-Bde. S- Ap.	3. Evaluate the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network). Asses at echelon. E- E.
Mission Command	MC Warfighting Function Staff Tasks		4. Identify the operations process components (MDMP, Design Methodology, Risk Management); apply at Bn. C-Ap.	4. Analyze operations process components (plan, prepare, execute, assess); apply at Bn higher. An-Ap.	4. Manage Bn-higher operations process components (plan, prepare, execute, assess); assess at Bn-higher. S-Ap	4. Evaluate operations process components (plan, prepare, execute, assess). Assess at Bnhigher. E- E.
M			5. Translate a Co OPORD and produce a PIt OPORD/ FRAGO. C-Ap	5. Analyze a Bn OPORD and produce a Co OPORD/ FRAGO. An-Ap.	' '	5. Interpret Bn-higher a ORDER/PLAN and produce an OPORD/FRAGO at echelon using the "mission order" technique; Assess subordinates ORDERs. S-E.
	MC System		6. Correlate PIt-Co MC system components; employ MOS MC info systems. An-Ap			6. Organize, employ, and assess Mission Command System within own organization; Evaluate MC info systems. S-E.
	e o y stelli		7. Describe the eight minimum information requirements for a Common Operational Picture (COP). C.	7. Analyze how COP utilization during all phases of the operations process. An-Ap.	7. Manage the COP; interpret COP at Bn-higher S-Ap.	7. Validate and assess COP at echelon. S-E.

<mark>ALA</mark>	GLOs	CADET	LT	СРТ	MAJ	LTC-COL
		1. Recall Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities).K-K.	Describe Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities); Apply Plt-Co. C-Ap.		1. Synthesize Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities); Apply Bn-Bde. S-Ap.	Assess Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities); Apply Bn-Higher. E-E.
		2. Describe common and MOS tasks relevant to offensive operations; Demonstrate Sqd-Plt. K-K.	2. Explain common and MOS tasks relevant to offensive operations; Demonstrate Plt-Co. C-Ap.	2. Analyze common and MOS tasks relevant to offensive operations; Demonstrate Co-Bn. An- Ap.	Develop and Synthesize offensive operations. Apply Bn-higher S-Ap.	2. Synthesize and Assess offensive operations at echelon. S-E.
nce		3. Describe common and MOS tasks relevant to defensive operations; Demonstrate Sqd-Plt. K-K.	3. Explain common and MOS tasks relevant to defensive operations; Demonstrate Plt-Co. C-Ap.	tasks relevant to defensive;	3. Develop and Synthesize defensive operations. Apply Bn-higher S-Ap.	3. Synthesize and Assess defensive operations at echelon. S-E.
l Compete	Arms in	4. Describe common and MOS tasks relevant to stability operations; Demonstrate Sqd-Plt. K-K.	4. Explain common and MOS tasks relevant to stability operations; Demonstrate Plt-Co. C-Ap.	4. Analyze common and MOS tasks relevant to stability operations; Demonstrate Co-Bn. An- Ap.	4. Develop and Synthesize stability operations. Apply Bn-higher S-Ap.	4. Synthesize and Assess stability operations at echelon. S-E.
Professional Competence	Operations	5. Describe common and MOS tasks relevant to Defense Support to Civil Authorities; Demonstrate Sqd-Plt. K-K	5. Explain common and MOS tasks relevant to Defense Support to Civil Authorities; Demonstrate Plt-Co. C-Ap.	5. Analyze common and MOS tasks relevant to Defense Support to Civil Authorities; Demonstrate Co-Bn. An- Ap.	5. Develop and Synthesize Defense Support to Civil Authorities; Apply Bn- higher S-Ap.	5. Synthesize and Assess Defense Support to Civil Authoritiess at echelon. S-E.
Р				6. Explain common tasks relevant to the integration of Offensive Cyberspace Operations C-Ap.	Analyze common tasks relevant to the integration of Offensive Cyberspace Operations An- Ap.	6. Synthesize the integration of Offensive Cyberspace Operations S-Ap.
				7. Explain common tasks relevant to the conduct of Defensive Cyberspace Operations C-Ap.	7. Analyze common tasks relevant to the conduct of Defensive Cyberspace Operations An-Ap.	7. Synthesize the conduct of Defensive Cyberspace Operations S-Ap.
		8. Describe common tasks relevant to the conduct of DODIN Operations to include Cybersecurity K-Ap.	Explain common tasks relevant to the conduct of DODIN Operations to include Cybersecurity C-Ap.	8. Explain common tasks relevant to the conduct of DODIN Operations to include Cybersecurity C-Ap.	8. Analyze common tasks relevant to the conduct of DODIN Operations to include Cybersecurity An- Ap.	8. Synthesize the conduct of DODIN Operations to include Cybersecurity S-Ap.

Recap of Terminal Learning Objectives for Officers (cont)

<mark>ALA</mark>	GLOs	CADET	LT	СРТ	MAJ	LTC-COL
u.	Profession,	1. Identify key concepts of the Army Profession K-K.	1. Communicate key concepts of the Army Profession C-C.	Army Profession . An-An.	Align organizational programs, policies, and processes with the Army Profession. S-S.	Integrate Stewardship of the Profession into Army Culture E- E.
fession	Ethic, and Character	2. Employ the Army Ethic. K-Ap.	2. Employ Ethical Reasoning C-Ap.	2. Examine the Army Ethic. An- An.	2. Employ the Army Ethic at the Organizational Level S-S.	2. Evaluate key issues affecting the Army Ethic E-E.
the Prof	•	3. Identify key concepts of Character Development . K-K.	3. Employ Character Development C-Ap.	T	3. Integrate Character Development into Organizational Programs S-Ap.	3. Evaluate key issues affecting Character Development E-E.
rship and		the purpose of leadership. K-K .	leadership. Apply leadership	leadership. Apply leadership Co-	4. Synthesize the three levels of leadership. Apply leadership Bn-Div S-Ap.	4. Assess effectiveness of the three levels of leadership. Evaluate leadership Bde-lower E-E.
Army Leader		and three competencies of Leadership Requirements Model. K-K.	5. Describe the three attributes and three competencies of Leadership Requirements Model. Apply at Plt-Co C-Ap	attributes and competencies	 Synthesize leadership attributes and competencies to enable the practice of the MC philosophy. Apply leadership at Bn-Div S-Ap. 	5. Assess how the leadership attributes and competencies enable the practice of the MC philosophy. Evaluate Bde-lower E- E.
		coaching, and mentoring. K-K.	J	•	6. Synthesize Counselling, coaching, and mentoring. Apply at Bn-Div S-Ap.	u. u.

<mark>ALA</mark>	GLOs	CADET	LT	СРТ	MAJ	LTC-COL
		 Define aspects of critical- creative thinking and problem solving (ACT). Apply at Sqd-Plt level and during TLP C-Ap. 	Identify critical-creative thinking components and problem solving (ACT, Risk Management). Apply at PIt-Co level and during TLP C-Ap.	thinking components and problem solving (ACT, Risk Management, GTM). Apply at Co Bn and during TLP and Bn	Synthesize critical - creative thinking components (design), and problem solving (ACT, Risk Management, GTM, ADM, Strategic Thinking). Apply critical thinking at Bn and during MDMP. S-Ap.	Assess critical - creative thinking components (ACT, Risk Management, GTM, ADM, Strategic Thinking). Evaluate critical thinking at Bn-higher MDMP. E-E.
nsion		negotiation, verbal and written communication skills. Apply at	2. Demonstrate active listening, negotiaton, verbal and written communication skills. Apply at PIt-Co. C-Ap.	negotiation, verbal and written communication skills. Apply at	Synthesize active listening, negotiation, verbal and written communication skills. Apply at Bn- Div S-Ap.	2. Assess active listening, negotiation, verbal and written communication skills. Evaluate at Bn-higher E-E.
Dime	Human		3. Explain cutural self- awarness and cross cultural competence, related	3. Analyze cutural self-	3. Synthesize cutural self-awarness and cross cultural competence, related knowledge, attributes, and	3. Evaluate cutural self-awarness and cross cultural competence, related knowledge, attributes, and
Human		knowledge, attributes, and interpersonal skills (including	knowledge, attributes, and	knowledge, attributes, and interpersonal skills (including JIIM). Apply Co-Bn S-Ap.	interpersonal skills (including JIIM). Apply Bn-Div S-Ap.	interpersonal skills (including JIIM). Assess Bn-higher E-E.
			'	4. Correlate the five dimensions of comprehensive fitness, and resilency skills. Apply Co-Bn An-Ap.	4. Synthesize the five dimensions of comprehensive fitness, and resilency skills. Apply Bn-Div S-Ap.	4. Evaluate the five dimensions of comprehensive fitness, and resilency skills. Assess Bn-higher E. E.
		 Describe Lifelong learning, self-assessment, and goal setting attributes. Apply - self C- Ap. 	 Decsribe Lifelong learning, self-assessment, and goal setting attributes. Apply-self C- Ap. 	self-assessment, and goal	 Synthesize Lifelong learning, self- assessment, and goal setting attributes. Apply - self S-Ap. 	5. Synthesize Lifelong learning, self-assessment, and goal setting attributes. Apply - self, Assess Bn- higher. S-E.

MCTEP B-13

Page left blank intentionally

MCTEP B-14

Appendix C

Integrating Training and Education for Warrant Officers

Contents

Warrant Officer Candidates (WOC)	
Mission Command ALA for Warrant Officer Candidates	C-2
Professional Competence ALA for Warrant Officer Candidates	C-3
Army Profession and Leadership ALA for Warrant Officer Candidates	C-3
Human Dimension ALA for Warrant Officer Candidates	
Warrant Officer 1s (WO1)	
Mission Command ALA for Warrant Officer 1s	C-4
Professional Competence ALA for Warrant Officer 1s	
Army Profession and Leadership ALA for Warrant Officer 1s	
Human Dimension ALA for Warrant Officer 1s Error! Bookmark n	
Chief Warrant Officer 2s (CW2)	
Mission Command ALA for Chief Warrant Officer 2s	C-6
Professional Competence ALA for Chief Warrant Officer 2s	
Army Profession and Leadership ALA for Chief Warrant Officer 2s	C-7
Human Dimension ALA for Chief Warrant Officer 2s	
Chief Warrant Officer 3s and 4s (CW3/4)	
Mission Command ALA for Chief Warrant Officer 3s and 4s	C-8
Professional Competence ALA for Chief Warrant Officer 3s and 4s	C-9
Army Profession and Leadership ALA for Chief Warrant Officer 3s and 4s	C-9
Human Dimension ALA for Chief Warrant Officer 3s and 4s	
Chief Warrant Officer 5s (CW5)	
Mission Command ALA for Chief Warrant Officer 5s	C-10
Professional Competence ALA for Chief Warrant Officer 5s	
Army Profession and Leadership ALA for Chief Warrant Officer 5s	C-11
Human Dimension ALA for Chief Warrant Officer 5s	
Recan of Terminal Learning Objectives for Warrant Officers	C-12

Mission Command ALA for Warrant Officer Candidates

GLOs	Educational Terminal Learning Objectives (TLO)	S	1 (0			Associated Training Tasks	Reference
			K	λp	1		Build teams thru mutual trust	150-LDR-5001
	A LL MAN IN THE STATE OF THE ST		K	٦р	2		Create Shared Understanding	150-LDR-5007
MC	1. Identify the six principles of the MC Philosophy; Apply		К	С	3		Provide the Commander's Intent	150-LDR-5004
Philosophy	at Sqd-Plt. K-Ap.		K	λр	4		Exercise Disciplined Initiative	150-LDR-5006
			К	С	5		Use Mission Order Technique	150-LDR-5003
			К	С	6		Accept Prudent Risk	150-LDR-5002
				T	1		Lead the MC Operations Process	150-LDR-5100
			П	T	2		Inform & Influence Relevant Audiences	150-LDR-5005
			П	T	3		Develop Teams within Unit and UAP	150-LDR-5001
	2. Identify TLP; Apply at Sqd-Plt. C-Ap.		П	T	4		Conduct Pre-Combat Inspections	150-LDR-5022
Tasks				T	5		Organize the Staff for Operations	150-LDR-5013
			П	T	6		Direct Rapid Decision & Sync Process	150-LDR-5014
			C /	٦р	7		Conduct Troop Leading Procedures*	150-LDR-5012
			П	_	1		Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-5100*
			П	T	1	.1	Participate in Army Design Methodology	150-MC-8018
			П	1	1	.2	Participate in MDMP	150-MC-5111
			П	1		.3	Develop a Running Estimate	150-MC-5144
			П	1		.4	Provide Input for IPB	150-MC-2210
			П	1	1	.5	Organize staff as CoS, XO, DCO	150-MC-0000
			П	1	1	.6	Perform Information Collection	150-MC-2300
			П	1	1	.7	Participate in Receipt of a Mission	150-MC-5110
			П	1	1	.8	Participate in Mission Analysis	150-MC-5112
			П	Π.	1 Ban	.9	Recommend the CCIR	150-MC-5113
			П	1		.10	Participate in COA Development	150-MC-5114
			П	1		.11	Participate in COA Analysis	150-MC-5115
			П	1	1	.12	Participate in COA Comparison	150-MC-5116
MC Staff Tasks				1		.13	Conduct a COA Decision Brief	150-MC-5009
				1	_	.14	Prepare a Warning Order	150-MC-5117
МС				1	_	.15	Participate in COA Approval	150-MC-5121
Staff Tasks			П	1		.16	Prepare an Operations Order	150-MC-5119
				1	1	.17	Conduct Risk Management	150-MC-5145
				1	ള 1	.18	Perform a Rehearsal	150-MC-5122
			П	1	1 Prep 1	.19	Prepare a Fragmentary Order	150-MC-5125
				T	1	.20	Assist Cdr in Executing Tactical Opns	150-MC-5131
				1	1	.21	Assist Command Post Operations	150-MC-5200
				ı	1 يو	.22	Displace the Command Posts	150-MC-5201
				1	Execute 1	.23	Employ Operations Security	150-MC-6111
				1	ă 1	.24	Conduct Military Deception Opns	150-MC-5127
				ı	1	.25	Control Tactical Airspace	150-MC-5715
				ı	1	.26	Develop Civil Affairs Annex	150-MC-5400
					Assess 1	.27	Assess the Current Situation	150-MC-5130
				T	SS 1	.28	Refine the Plan	150-MC-5124
					2		Employ Info Related Capabilities	150-MC-5320
					3		Employ KM Processes	150-MC-7654
				J	4		Coordinate CEMA	150-MC-5900
				Ī	1		Establish the MC System	150-LDR-5252
	6 Identify MC Custom components - Basell MC Info			I	2		Establish Common Op Picture (COP)	150-MC-5315
MC System	6. Identify MC System components. Recall MC Info		К	K	3		Employ MC Information System	150-MC-5250
ivic System	systems. K-K				4		Integrate the MC Information System	150-MC-5251
				I	5		Conduct Information Protection	150-MC-5010
				I	6		Operate the MC Network	150-MC-5003
•	C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, ning tasks: https://rdl.train.army.mil/catalog/dashboard	E-E	valu		6			150- or Co

Professional Competence ALA for Warrant Officer Candidates

GLOs	Educational Terminal Learning Objectives (TLO)	s	1 0			Associated Training Tasks	Reference
			К	K	1	Describe Decisive Action	150-LDR-5034
					1.1	⁶ Conduct Force Projection (Div)	71-DIV-7300
					1.2	⁶ Conduct Force Projection (Corps)	71-CORP-7300
	1. Recall Decisive Action components (Offense, Defense,				1.3	⁶ Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
	Stability Operations, and Defennse Support of Civil				1.4	⁶ Conduct Shaping Operations (Corps)	71-CORP-1270
	Authorities). K-K.	S	qd-Plt	t	1.5	⁰ Conduct Area Security (Div)	71-DIV-6500
					1.6	^θ Conduct MC for Theater (TA)	71-TA-5100
					1.7		71-TA-1130
					1.8		71-TA-5450
					1.9	222 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	71-TA-2500
			C A	р		Describe Offensive Operations	150-LDR-5030
	2. Describe common and MOS tasks relevant to offensive	S	qd-Plt	t	2.1		71-DIV-7120
Combined	operations. Demonstrate Sqd-Plt C-Ap.				2.2		71-CORP-7120
Arms	operations: Demonstrate square exp.		ш	_	2.3		71-DIV-1340
during					2.4		71-CORP-1340
Arms during Unified		S	qd-Plt	_	2.5	conduct movement to contact (511)	71-DIV-7110
Land Opns	3. Describe common and MOS tasks relevant to defensive		C A	р	3	Describe Defensive Operations	150-LDR-5031
Land Opins	operations; Demonstrate Sqd-Plt. C-Ap.	S	qd-Plt	t	3.1	^θ Conduct Defense (Div)	71-DIV-7222
					3.2	⁰ Conduct Defense (Corps)	71-CORP-7222
	4. Describe common and MOS tasks relevant to stability		C A	р	4	Describe Stability Operations	150-LDR-5032
	operations; Demonstrate Sqd-Plt. C-Ap.			Ī	4.1	⁶ Conduct Theater Security Cooperation (TA)	71-TA-5711
	5. Describe common and MOS tasks relevant to Defense Support to Civil Authorities; Demonstrate Sqd-Plt. C-Ap.		C A	р	5	Describe Defense Support to Civil Auth	150-LDR-5033
					6	Integrate Offensive Cyberspace Ops	150-MC-8013
					7	Integrate Defensive Cyberspace Ops	150-MC-8019
	Describe the conduct of DODIN Operations to include Cybersecurity K-Ap.	к	КА	ър	8	Conduct DODIN Operations	150-MC-8012

Army Profession and Leadership ALA for Warrant Officer Candidates

_			•						
	GLOs	Educational Terminal Learning Objectives (TLO)	s	I	0			Associated Training Tasks	Reference
7.4		1. Identify key concepts of the Army Profession K-K.	к	к	К	1	lo	dentify characteritics of the Army as a Profession	150-MC-8006
11.5	Army Profession	2. Employ the Army Ethic. K-Ap.	к	К	Ар	2	А	Apply the Army Ethic	150-MC-8008
	ē	3. Identify key concepts of Character Development . K-K.	к	к	К	3	А	Analyze Army Character Development	150-MC-8009
		4. Define an Army leader and the purpose of leadership. K.	К	К	К	4	c	Compare Leadership with Command	150-MC-8007
000000	Army Leadership	5. Recall the three attributes and three competencies of Leadership Requirements Model. K-K.	к	к	К	5	А	Analyze the Army Leader Requirements Model	150-MC-8014
		6. Define Counselling, coaching, and mentoring. K-K.	к	к	К	6	C	Compare counseling, coaching, and mentoring	150-MC-8015

Human Dimension ALA for Warrant Officer Candidates

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	0		Associated Training Tasks	Reference
	1. Define aspects of critical-creative thinking and problem		С	Аp	1	Apply Critical Thinking	150-MC-8012
	solving (ACT). Apply at Sqd-Plt level and during TLP C-Ap.		С	Ар	2	Conduct Problem Solving	150-MC-8010
					3	Apply Strategic Thinking	150-MC-8016
					4	Apply Group Think Mitigation	150-MC-8011
Human	 Describe active listening, negotiation, verbal and writte communication skills. Apply at Sqd-Plt C-Ap. 		С	Ар	5	Communicate Effectively	150-MC-8002
Dimension	3. Describe cutural self-awarness and cross cultural		С	Ар	6	Conduct Negotiations	150-MC-8003
	competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Sqd-Plt C-Ap		С	Ар	7	Identify Operational Culture	150-MC-8001
	4. Describe the five dimensions of comprehensive fitness, and resilency skills . Apply Sqd-Plt C-Ap.		С	Ар	8	Demonstrate Comprehensive Fitness	150-MC-8004
	 Describe Lifelong learning, self-assessment, and goal setting attributes. Apply - self C-Ap. 		С	Ар	9	Conduct Self Development	150-MC-8005

Mission Command ALA for Warrant Officer 1s

	Educational Terminal Learning Objectives (TLO)	S		0			Associated Training Tasks	Reference
		С	C	Ар	1		Build teams thru mutual trust	150-LDR-5001
	1. Interpret the six principles of the MC Philosophy; Apply at Plt-Co.		C	Ap :	2		Create Shared Understanding	150-LDR-5007
MC	C-Ap.	\rightarrow			3		Provide the Commander's Intent	150-LDR-5004
Philosophy	с-яр.			Ap -	4		Exercise Disciplined Initiative	150-LDR-5006
		С	C	Ap .	5		Use Mission Order Technique	150-LDR-5003
		С	C	Ар	6		Accept Prudent Risk	150-LDR-5002
		С	C	Ар	1		Lead the MC Operations Process	150-LDR-5100
	2 Identify the three Cdu/I du teels (duise Onne Dunces haild teems	С	C	Ap :	2		Inform & Influence Relevant Audiences	150-LDR-5005
P4C C4"/14"	Identify the three Cdr/Ldr tasks (drive Opns Process, build teams, inform/influence audiences) and the art and science of command;	K	C	Ap :	3		Develop Teams within Unit and UAP	150-LDR-5001
		K	C	Ap ·	4		Conduct Pre-Combat Inspections	150-LDR-5022
Tasks	Apply Plt-Co TLP. C-Ap.				5		Organize the Staff for Operations	150-LDR-5013
		K	C	Ар	6		Direct Rapid Decision & Sync Process	150-LDR-5014
		K	C	Ap	7	*	Conduct Troop Leading Procedures*	150-LDR-5012
		K	C	Ар	1	*	Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-5100
						1.1	Participate in Army Design Methodology	150-MC-8018
		K	C	Ар	Ī	1.2	Participate in MDMP	150-MC-5111
					Ī	1.3	Develop a Running Estimate	150-MC-5144
					Í	1.4	Provide Input for IPB	150-MC-2210
					ı	1.5	Organize staff as CoS, XO, DCO	150-MC-0000
					Ī	1.6	Perform Information Collection	150-MC-2300
					Ī	1.7	Participate in Receipt of a Mission	150-MC-5110
						1.8	Participate in Mission Analysis	150-MC-5112
				١,	Plan	1.9	Recommend the CCIR	150-MC-5113
						1.10	Participate in COA Development	150-MC-5114
	2 Identify the form theff to the 100 marrows (AA/IAA IDC CEAAA) and				Ī	1.11	Participate in COA Analysis	150-MC-5115
	3. Identify the four staff tasks (Ops process, KM/IM, IRC, CEMA) and				Ī	1.12	Participate in COA Comparison	150-MC-5116
	six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs,				Ī	1.13	Conduct a COA Decision Brief	150-MC-5009
	Network). C-Ap.				I	1.14	Prepare a Warning Order	150-MC-5117
MC	A Identify the executions are easy company to (AADAAD Design					1.15	Participate in COA Approval	150-MC-5121
Staff Tasks	4. Identify the operations process components (MDMP, Design	K	C	Ар		1.16	Prepare an Operations Order	150-MC-5119
	Methodology, Risk Management); Apply at Bn. C-Ap.	K	C	Ар		1.17	Conduct Risk Management	150-MC-5145
	5. Translate a Co OPORD and produce a Plt OPORD/ FRAGO. C-Ap	K	C	Ар	ер	1.18	Perform a Rehearsal	150-MC-5122
	13. Translate a Co OPORD allu produce a Pit OPORD/ FRAGO. C-Ap	K	C	Ар	Pr	1.19	Prepare a Fragmentary Order	150-MC-5125
						1.20	Assist Cdr in Executing Tactical Opns	150-MC-5131
						1.21	Assist Command Post Operations	150-MC-5200
					ę.	1.22	Displace the Command Posts	150-MC-5201
					Execute	1.23	Employ Operations Security	150-MC-6111
				1	ا ت	1.24	Conduct Military Deception Opns	150-MC-5127
						1.25	Control Tactical Airspace	150-MC-5715
						1.26	Develop Civil Affairs Annex	150-MC-5400
		K	C		. L	1.27	Assess the Current Situation	150-MC-5130
		K	C	Ар	Ass	1.28	Refine the Plan	150-MC-5124
					2		Employ Info Related Capabilities	150-MC-5320
					3		Employ KM Processes	150-MC-7654
					4		Coordinate CEMA	150-MC-5900
	6. Correlate Plt-Co MC system components; Employ MOS MC info		C	Ар	1		Establish the MC System	150-LDR-5252
	systems. C-Ap		С	C :	2		Establish Common Op Picture (COP)	150-MC-5315
MC System			C	Ap :	3		Employ MC Information System	150-MC-5250
MC System	7. Describe the eight minimum information requirements for a				4		Integrate the MC Information System	150-MC-5251
	Common Operational Picture (COP). C-C				5		Conduct Information Protection	150-MC-5010
					6		Operate the MC Network	150-MC-5003

Professional Competence ALA for Warrant Officer 1s

GLOs	Educational Terminal Learning Objectives (TLO)	S	ı	0			Associated Training Tasks	Reference
		K	С	Аp	1		Describe Decisive Action	150-LDR-5034
						1.1	⁰ Conduct Force Projection (Div)	71-DIV-7300
						1.2	⁰ Conduct Force Projection (Corps)	71-CORP-7300
	1. Describe Decisive Action components (Offense, Defense, Stability					1.3	⁰ Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
	Operations, and Defense Support of Civil Authorities); Apply Plt-Co.					1.4	^θ Conduct Shaping Operations (Corps)	71-CORP-1270
	C-Ap.	Р	lt-C	io.		1.5	^e Conduct Area Security (Div)	71-DIV-6500
						1.6	^e Conduct MC for Theater (TA)	71-TA-5100
						1.7	^e Conduct RSOI (TA)	71-TA-1130
						1.8	^θ Coordinate Support for Theater (TA)	71-TA-5450
						1.9	^θ Establish Intel Interoperability (TA)	71-TA-2500
		-		Ap	2		Describe Offensive Operations	150-LDR-5030
	2. Explain common and MOS tasks relevant to offensive operations.	P	lt-C	io.		2.1	⁶ Conduct Attack (Div)	71-DIV-7120
Combined	Demonstrate Plt-Co C-Ap.					2.2	⁶ Conduct Attack (Corps)	71-CORP-7120
Arms						2.3	⁶ Conduct Forcile Entry (Div)	71-DIV-1340
during						2.4	⁶ Conduct Forcile Entry (Corps)	71-CORP-1340
Arms during Unified		-	lt-C	·		2.5	^θ Conduct Movement to Contact (Div)	71-DIV-7110
Land Opns	3. Explain common and MOS tasks relevant to defensive operations;	K	С	Ap	3		Describe Defensive Operations	150-LDR-5031
	Demonstrate Plt-Co. C-Ap.	Р	lt-C	io.		3.1	⁶ Conduct Defense (Div)	71-DIV-7222
						3.2	⁰ Conduct Defense (Corps)	71-CORP-7222
	4. Explain common and MOS tasks relevant to stability operations;	K	С	Ap	4		Describe Stability Operations	150-LDR-5032
	Demonstrate Plt-Co. C-Ap.					4.1	⁶ Conduct Theater Security Cooperation (TA)	71-TA-5711
	5. Explain common and MOS tasks relevant to Defense Support to Civil Authorities; Demonstrate Plt-Co. C-Ap.	к	С	Ар	5		Describe Defense Support to Civil Auth	150-LDR-5033
					6		Integrate Offensive Cyberspace Ops	150-MC-8013
					7		Integrate Defensive Cyberspace Ops	150-MC-8019
	8. Explain the conduct of DODIN Operations to include Cybersecurity C-Ap.	С	С	Ар	8		Conduct DODIN Operations	150-MC-8012

Army Profession and Leadership ALA for Warrant Officer 1s

	GLOs	Educational Terminal Learning Objectives (TLO)	S	Ī	0			Associated Training Tasks	Reference
		1. Communicate key concepts of the Army Profession C-C.	С	С	С	1		Identify characteritics of the Army as a Profession	150-MC-8006
ada v/ac	Army Profession	2. Employ Ethical Reasoning C-Ap.	С	C	Ар	2		Apply the Army Ethic	150-MC-8008
IV		3. Employ Character Development C-Ap.	С	U	Ар	3	В	Analyze Army Character Development	150-MC-8009
		4. Describe command and leadership. Apply leadership Plt-Co C-Ap	С	С	Ар	0 4	ı	Compare Leadership with Command	150-MC-8007
2000		5. Describe the three attributes and three competencies of Leadership Requirements Model. Apply at PIt-Co C-Ap.	С	С	Ар	5	i	Analyze the Army Leader Requirements Model	150-MC-8014
		6. Describe Counselling, coaching, and mentoring. Apply at Plt-Co C-A	С	С	Ар	0	5	Compare counseling, coaching, and mentoring	150-MC-8015

Human Dimension ALA for Warrant Officer 1s

GLOs	Educational Terminal Learning Objectives (TLO)	S	ı	0		Associated Training Tasks	Reference
	Identify critical-creative thinking components and problem solving	С	С	Ар	1	Apply Critical Thinking	150-MC-8012
	(ACT, Risk Management). Apply at Plt-Co level and during TLP C-Ap.	С		Ар	2	Conduct Problem Solving	150-MC-8010
					3	Apply Strategic Thinking	150-MC-8016
					4	Apply Group Think Mitigation	150-MC-8011
Human	Demonstrate active listening, negotiaton, verbal and written communication skills. Apply at Plt-Co. C-Ap.	С	С	Ар	5	Communicate Effectively	150-MC-8002
Dimension	3. Explain cutural self-awarness and cross cultural competence,		С	Ар	6	Conduct Negotiations	150-MC-8003
	related knowledge, attributes, and interpersonal skills (including JIIM). Apply Plt-Co C-Ap.	С	С	Ар	7	Identify Operational Culture	150-MC-8001
	4. Describe the five dimensions of comprehensive fitness, and resilency skills. Apply Plt-Co C-Ap.		С	Ар	8	Demonstrate Comprehensive Fitness	150-MC-8004
	5. Decsribe Lifelong learning, self-assessment, and goal setting attributes. Apply - self C-Ap.	С	С	Ар	9	Conduct Self Development	150-MC-8005

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation
Associated training tasks: https://rdl.train.army.mil/catalog/dashboard

^e Div / Corps / Theater Army; METL Tasks Gray shaded areas do not apply to this cohort area

Mission Command ALA for Warrant Officer 2s

	61.6	Educational Education 1 All 11 Jan 21		, 1	_			Associated Turining Tests	D. C.
	GLOs	Educational Terminal Learning Objectives (TLO)	S	_	0	1		Associated Training Tasks	Reference
			С	_	_	1		Build teams thru mutual trust	150-LDR-5001
		1. Analyze the six principles of the MC Philosophy; apply at	С	-	_	2		Create Shared Understanding	150-LDR-5007
	IVIC	Co-Bn. An-Ap.	С	_	_	3		Provide the Commander's Intent	150-LDR-5004
P	hilosophy	•	С	_	Ap	4		Exercise Disciplined Initiative	150-LDR-5006
			С	_		5		Use Mission Order Technique	150-LDR-5003
			-	_	_	6		Accept Prudent Risk	150-LDR-5002
				_	Ap	1		Lead the MC Operations Process	150-LDR-5100
		2. Analyze the three Cdr/Ldr tasks (drive Opns Process, build	С	_	Ap	2		Inform & Influence Relevant Audiences	150-LDR-5005
М	ic (ar/iari	teams, inform/influence audiences) and the art and science	С	_	Ap	3		Develop Teams within Unit and UAP	150-LDR-5001
''	Tasks	of command; Apply Co- TLP. An-Ap.	С	An	Ap	4		Conduct Pre-Combat Inspections	150-LDR-5022
						5		Organize the Staff for Operations	150-LDR-5013
				_	Ap	6		Direct Rapid Decision & Sync Process	150-LDR-5014
			С	An	S	7	*	Conduct Troop Leading Procedures*	150-LDR-5012
			С	An	Ap	1	*	Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-5100*
			K	С	С		1.1	Participate in Army Design Methodology	150-MC-8018
			С	An	Ap		1.2	Participate in MDMP	150-MC-5111
			С	An	Ap		1.3	Develop a Running Estimate	150-MC-5144
			K	An	Ap		1.4	Provide Input for IPB	150-MC-2210
			С	An	Ар		1.5	Organize staff as CoS, XO, DCO	150-MC-0000
			K	An	Ap		1.6	Perform Information Collection	150-MC-2300
o.			С	An	Ap		1.7	Participate in Receipt of a Mission	150-MC-5110
P 6			С	An	Ар		1.8	Participate in Mission Analysis	150-MC-5112
A C			С	An	Ap	Plan	1.9	Recommend the CCIR	150-MC-5113
\ \ \		3. Analyze the four staff tasks (Ops process, KM/IM, IRC,	С		Ар		1.10	Participate in COA Development	150-MC-5114
		CEMA) and six additional tasks (MILDEP, Airspace control,	С	An	Ар		1.11	Participate in COA Analysis	150-MC-5115
<u>;</u>		Info Prot, Civil Affairs, Network); Apply at BDE. An-Ap.	С		Ap		1.12	Participate in COA Comparison	150-MC-5116
5.0			С	An	Ар		1.13	Conduct a COA Decision Brief	150-MC-5009
씸		4. Analyze operations process components (plan, prepare,	С	An	Ap		1.14	Prepare a Warning Order	150-MC-5117
N/A	MC	execute, assess); Apply at Bn higher. An-Ap.	С		Ap		1.15	Participate in COA Approval	150-MC-5121
ADP/ADRP 5.0; ADP/ ADRP 6.0 &	taff Tasks		С	An	Ар		1.16	Prepare an Operations Order	150-MC-5119
		5. Analyze a Bn OPORD and produce a Co OPORD/ FRAGO.	С	An	Ap		1.17	Conduct Risk Management	150-MC-5145
		An-Ap.	K	An	Ap	də.	1.18	Perform a Rehearsal	150-MC-5122
			K	An	Ap	Pr	1.19	Prepare a Fragmentary Order	150-MC-5125
				K	Ap		1.20	Assist Cdr in Executing Tactical Opns	150-MC-5131
				K	Ap		1.21	Assist Command Post Operations	150-MC-5200
				K	Ap	te	1.22	Displace the Command Posts	150-MC-5201
			K	С	С	кеси	1.22	Employ Operations Security	150-MC-6111
			K	С	С	ũ	1.24	Conduct Military Deception Opns	150-MC-5127
			K	С	С		1.25		150-MC-5715
			K	С	С		1.26	Develop Civil Affairs Annex	150-MC-5400
			K	An	Ар	ess	1.27 1.28	Assess the Current Situation	150-MC-5130
			K	An	Ар	Ass	1.28	Refine the Plan	150-MC-5124
			С	An	С	2		Employ Info Related Capabilities	150-MC-5320
			С	An	С	3		Employ KM Processes	150-MC-7654
			С	An	С	4		Coordinate CEMA	150-MC-5900
		6 Analyza Co Do MC system company to Free by Do A401 S	С	An	Ар	1		Establish the MC System	150-LDR-5252
		6. Analyze Co-Bn MC system components; Employ Bn MC info		An	Ар	2		Establish Common Op Picture (COP)	150-MC-5315
		systems. An-Ap.	С	An	Ар	3		Employ MC Information System	150-MC-5250
IV	IC System	7 Analysis how COD utilization desires all above of the				4		Integrate the MC Information System	150-MC-5251
		7. Analyze how COP utilization during all phases of the	К	С	С	5		Conduct Information Protection	150-MC-5010
		operations process. An-Ap.	К	С	С	6		Operate the MC Network	150-MC-5003
K-Kn	owledge (C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-E	val	uat	ion			*Opns Process for Bn and up; TLP fo	or Co and lower
					. 011				
Asso	ciated trai	ning tasks: https://rdl.train.army.mil/catalog/dashboard						Gray shaded areas do not apply to t	nis cohort area

Professional Competence ALA forWarrant Officer 2s

GLOs	Educational Terminal Learning Objectives (TLO)	S	1	0			Associated Training Tasks	Reference
		С	An	Ар	1		Describe Decisive Action	150-LDR-5034
						1.1	⁶ Conduct Force Projection (Div)	71-DIV-7300
						1.2	^θ Conduct Force Projection (Corps)	71-CORP-7300
	1. Analyze Decisive Action components (Offense, Defense,					1.3	^θ Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
	Stability Operations, and Defense Support of Civil					1.4	^θ Conduct Shaping Operations (Corps)	71-CORP-1270
	Authorities); Apply Co-Bn. An-Ap.	(о-В	n		1.5	^θ Conduct Area Security (Div)	71-DIV-6500
						1.6	^θ Conduct MC for Theater (TA)	71-TA-5100
						1.7	^θ Conduct RSOI (TA)	71-TA-1130
						1.8	^θ Coordinate Support for Theater (TA)	71-TA-5450
						1.9	^θ Establish Intel Interoperability (TA)	71-TA-2500
		С	An	Ар	2		Describe Offensive Operations	150-LDR-5030
	2. Analyze common and MOS tasks relevant to offensive	(о-В	n		2.1	^θ Conduct Attack (Div)	71-DIV-7120
6 1-1	operations without supervision. Demonstrate Co-Bn. An- Ap.					2.2	^θ Conduct Attack (Corps)	71-CORP-7120
Combined						2.3	^θ Conduct Forcile Entry (Div)	71-DIV-1340
Arms during Unified						2.4	^θ Conduct Forcile Entry (Corps)	71-CORP-1340
during Unified		-	о-В	-		2.5	⁶ Conduct Movement to Contact (Div)	71-DIV-7110
Land Opns	3. Analyze common and MOS tasks relevant to defensive;	С	An	Ар	3		Describe Defensive Operations	150-LDR-5031
Land Opins	Demonstrate Co-Bn. An- Ap.	(Со-В	n		3.1	^θ Conduct Defense (Div)	71-DIV-7222
						3.2	^θ Conduct Defense (Corps)	71-CORP-7222
	4. Analyze common and MOS tasks relevant to stability	С	An	Ар	4		Describe Stability Operations	150-LDR-5032
	operations; Demonstrate Co-Bn. An- Ap.					4.1	⁶ Conduct Theater Security Cooperation (TA)	71-TA-5711
	5. Analyze common and MOS tasks relevant to Defense Support to Civil Authorities; Demonstrate Co-Bn. An- Ap.	С	An	Ар	5		Describe Defense Support to Civil Auth	150-LDR-5033
	6. Explain common tasks relevant to the integration of Offensive Cyberspace Operations C-C.	К	с	С	6		Integrate Offensive Cyberspace Ops	150-MC-8013
	 Explain common tasks relevant to the conduct of Defensive Cyberspace Operations C-C. 	К	С	С	7		Integrate Defensive Cyberspace Ops	150-MC-8019
	Explain common tasks relevant to the conduct of DODIN Operations to include Cybersecurity C-Ap.	С	С	Ар	8		Conduct DODIN Operations	150-MC-8017

Army Profession and Leadership ALA forWarrant Officer 2s

	GLOs	Educational Terminal Learning Objectives (TLO)	s	1	o		Associated Training Tasks	Reference
1		1. Examine key concepts of the Army Profession . An-An.	С	An	An	1	Identify characteritics of the Army as a Profession	150-MC-8006
DP/ADRP	Army Profession	2. Examine the Army Ethic. An-An.	С	An	An	2	Apply the Army Ethic	150-MC-8008
AE		3. Integrate Character Development into unit activities An-An.	С	An	An	3	Analyze Army Character Development	150-MC-8009
		4. Analyze command and leadership. Apply leadership Co-Bn An-Ap.	С	An	Ар	4	Compare Leadership with Command	150-MC-8007
ADP 6-22	•	6. Correlate Counselling, coaching, and mentoring. Apply at Co-Bn An-Ap .	С	An	Ар	5	Analyze the Army Leader Requirements Model	150-MC-8014
		6. Correlate the leadership attributes and competencies with the six MC philosophy principles. Apply at Co-Bn An-Ap .	С	An	Ар	6	Compare counseling, coaching, and mentoring	150-MC-8015

Human Dimension ALA for Warrant Officer 2s

GLOs	Educational Terminal Learning Objectives (TLO)	S	1	0		Associated Training Tasks	Reference
	Analyze critical -creative thinking components and	С	An	Ар	1	Apply Critical Thinking	150-MC-801
	problem solving (ACT, Risk Management, GTM). Apply at Co Bn and during TLP and Bn MDMP. An-Ap.	С	An	Ар	2	Conduct Problem Solving	150-MC-801
					3	Apply Strategic Thinking	150-MC-801
		С	An	Ар	4	Apply Group Think Mitigation	150-MC-801
Human	2. Analyze active listening, negotiation, verbal and written communication skills. Apply at Co-Bn An-Ap.	С	An	Ар	5	Communicate Effectively	150-MC-800
Dimension	Analyze cutural self-awarness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Co-Bn S-Ap	С	An	Ар	6	Conduct Negotiations	150-MC-800
		С	S	Ар	7	Identify Operational Culture	150-MC-800
	 Correlate the five dimensions of comprehensive fitness, and resilency skills. Apply Co-Bn An-Ap. 	С	An	Ар	8	Demonstrate Comprehensive Fitness	150-MC-800
	5. Analyze Lifelong learning, self-assessment, and goal setting attributes. Apply - self An-Ap.	С	An	Ар	9	Conduct Self Development	150-MC-800
-Knowledge,	C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-E	val	uat	ior	1	^e Div / Corps / Theat	er Army; METL Tas
ssociated tra	sining tasks: https://rdl.train.army.mil/catalog/dashboard	Gray shaded areas do not apply to this cohort are					

Mission Command ALA for Warrant Officer 3s and 4s

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	0		Associated Training Tasks	Reference
		С		Ар		Build teams thru mutual trust	150-LDR-50
	1 Combb asing the six principles of the NAC Philosophy.	С	S	Aр	2	Create Shared Understanding	150-LDR-50
MC	1. Synthesize the six principles of the MC Philosophy;	С	S	Ар	3	Provide the Commander's Intent	150-LDR-50
Philosophy	Apply at Bn-Div. S-Ap.	С	S	Ар	4	Exercise Disciplined Initiative	150-LDR-50
		С	S	Аp	5	Use Mission Order Technique	150-LDR-50
		С	S	Aр	6	Accept Prudent Risk	150-LDR-50
		С	S	S	1	Lead the MC Operations Process	150-LDR-51
		С	S	S	2	Inform & Influence Relevant Audiences	150-LDR-50
	2. Synthesize the three Cdr/Ldr tasks (drive Opns	С	S	Ар	3	Develop Teams within Unit and UAP	150-LDR-5
	Process, build teams, inform/influence audiences); Apply	С		S	4	Conduct Pre-Combat Inspections	150-LDR-5
Tasks	TLP Co-below. S-Ap.				5	Organize the Staff for Operations	150-LDR-5
		Ap	S	Ар		Direct Rapid Decision & Sync Process	150-LDR-5
				Ė	7 ;	Conduct Troop Leading Procedures*	150-LDR-5
		С	S	F	1 ,	Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-51
		С	S		1.1	Participate in Army Design Methodology	150-MC-80
		С	S	_	1.2	Participate in MDMP	150-MC-5
		С	S		1.3	Develop a Running Estimate	150-MC-5
		С	S	-	1.4	Provide Input for IPB	150-MC-2
		С	S	_	1.5	Organize staff as CoS, XO, DCO	150-MC-0
		С	S	_	1.6	Perform Information Collection	150-MC-2
		С	S	_	1.7	Participate in Receipt of a Mission	150-MC-5
		С	-	E	1.8		150-MC-5
		С	S		1.9	Participate in Mission Analysis	150-MC-5
	2. Compth aging the force staff tools (One process VAA/IAA	С	S	-		Recommend the CCIR	150-MC-5
	3. Synthesize the four staff tasks (Ops process, KM/IM,	С	S	_	1.10	Participate in COA Applying	
	IRC, CEMA) and six additional tasks (MILDEP, Airspace	С	S	_	1.11	Participate in COA Analysis	150-MC-5
	control, Info Prot, Civil Affairs, Network); Apply at Bn-	С	S	_	1.12	Participate in COA Comparison	150-MC-5
	Bde. S-Ap.	_			1.13	Conduct a COA Decision Brief	150-MC-5
	A Manager Du bish su su sustinus sussessions su sustinus su sustinus su s	С	S	-	1.14	Prepare a Warning Order	150-MC-5
	4. Manage Bn-higher operations process components	С	S		1.15	Participate in COA Approval	150-MC-5
Starr rasks	(plan, prepare, execute, assess); Assess at Bn-higher. S-	С	S S		1.16	Prepare an Operations Order	150-MC-5
	Е.	_	S		1.17	Conduct Risk Management	150-MC-5
	5 6 11 1 D 1 /D; ODODD 1 1 D 1/D 1	С	S		1.18	Perform a Rehearsal	150-MC-5
	5. Synthesize a Bde/Div OPORD and produce a Bn/Bde	С			1110	Prepare a Fragmentary Order	150-MC-5
	OPORD/ FRAGO. S-Ap.		С		1.20	Assist Cdr in Executing Tactical Opns	150-MC-5
			С	_	1.21	Assist Command Post Operations	150-MC-5
			С		1.22	Displace the Command Posts	150-MC-5
		С	S		1.23	Employ Operations Security	150-MC-6
		С	S	_	1.24	Conduct Military Deception Opns	150-MC-5
		С	S		1.25	Control Tactical Airspace	150-MC-5
			S	Ap	1.26		150-MC-5
		С	S	E	\$ 1.27 1.28	Assess the Current Situation	150-MC-5
		С				Refine the Plan	150-MC-5
		С	_	Ар		Employ Info Related Capabilities	150-MC-5
		С		Ар		Employ KM Processes	150-MC-7
		С	_	Ар		Coordinate CEMA	150-MC-5
	6. Manage MC system components; Employ Bn MC info		_	Ap		Establish the MC System	150-LDR-5
	systems. S-Ap.		_	Ap 2		Establish Common Op Picture (COP)	150-MC-5
MC System	· · · · · · · · · · · · · · · · · · ·			Ap		Employ MC Information System	150-MC-5
5,510111	7. Manage the COP; Assess COP at Bn-higher S-Ap.		С	Аp	4	Integrate the MC Information System	150-MC-5
	The cory reserved at the ingrice of the	С		Ap	5	Conduct Information Protection	150-MC-50
		С	_	Ε	6	Operate the MC Network	150-MC-50

Associated training tasks: https://rdl.train.army.mil/catalog/dashboard

Gray shaded areas do not apply to this cohort area

Professional Competence ALA for Warrant Officer 3s and 4s

	GLOs	Educational Terminal Learning Objectives (TLO)	s	ı	О			Associated Training Tasks	Reference
			С	S	Ар	1		Describe Decisive Action	150-LDR-5034
			С	S	Ар		1.1	^θ Conduct Force Projection (Div)	71-DIV-7300
			С	S	Ap		1.2	⁰ Conduct Force Projection (Corps)	71-CORP-7300
		1. Synthesize Decisive Action components (Offense,	С	S	Ар		1.3	^θ Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
		Defense, Stability Operations, and Defense Support of	С	S	Ар		1.4	^θ Conduct Shaping Operations (Corps)	71-CORP-1270
		Civil Authorities); Apply Bn-Bde. S-Ap.	С	S	Ap		1.5	^θ Conduct Area Security (Div)	71-DIV-6500
			С	S	Ap		1.6	^θ Conduct MC for Theater (TA)	71-TA-5100
			С	S	Ap		1.7	^e Conduct RSOI (TA)	71-TA-1130
			С	S	Ap		1.8	^θ Coordinate Support for Theater (TA)	71-TA-5450
			С	S	Ap		1.9	^θ Establish Intel Interoperability (TA)	71-TA-2500
			С	S	Ap	2		Describe Offensive Operations	150-LDR-5030
		2. Develop and Synthesize Offensive Operations. Apply	С	S	Ap		2.1	^θ Conduct Attack (Div)	71-DIV-7120
	6 la la al	Bn-higher S-Ap.	С	S	Ap		2.2	^θ Conduct Attack (Corps)	71-CORP-7120
9-0	Combined	n-higher <mark>S-Ap.</mark>	С	S	_		2.3	⁰ Conduct Forcile Entry (Div)	71-DIV-1340
RP 3	Arms		С	S	Аp		2.4	^θ Conduct Forcile Entry (Corps)	71-CORP-1340
ADP/ADRP 3-0	during Unified		С	S	Аp		2.5	^θ Conduct Movement to Contact (Div)	71-DIV-7110
AD			С	S	Ap	3		Describe Defensive Operations	150-LDR-5031
	Lana Opiis	3. Develop and Synthesize Defensive Operations. Apply Bn-higher S-Ap.	С	s	Ар		3.1	^θ Conduct Defense (Div)	71-DIV-7222
		Bil-liigher 3-Ap.	С	s	Ар		3.2	^θ Conduct Defense (Corps)	71-CORP-7222
		4. Develop and Synthesize stability operations. Apply Bn-	С	S	Аp	4		Describe Stability Operations	150-LDR-5032
		higher S-Ap	С	S	Ар		4.1	[®] Conduct Theater Security Cooperation (TA)	71-TA-5711
		 Develop and Synthesize Defense Support to Civil Authorities; Apply Bn-higher S-Ap. 	С	s	Ар	5		Describe Defense Support to Civil Auth	150-LDR-5033
		6. Analyze common tasks relevant to the integration of Offensive Cyberspace Operations An- Ap.	С	An	Ар	6		Integrate Offensive Cyberspace Ops	150-MC-8013
		 Analyze common tasks relevant to the conduct of Defensive Cyberspace Operations An- Ap. 	С	An	Ар	7		Integrate Defensive Cyberspace Ops	150-MC-8019
		8. Analyze common tasks relevant to the conduct of DODIN Operations to include Cybersecurity An- Ap.	С	S	Ар	8		Conduct DODIN Operations	150-MC-8017

Army Profession and Leadership ALA for Warrant Officer 3s and 4s

	GLOs	Educational Terminal Learning Objectives (TLO)	S	ı	O			Associated Training Tasks	Reference
0.1		 Align organizational programs, policies, and processes with the Army Profession. 5-S. 	С	S	s	1	L	Identify characteritics of the Army as a Profession	150-MC-8006
P/ADRI	Army Profession	2. Employ the Army Ethic at the Organizational Level S-S.	С	S	S	2	2	Apply the Army Ethic	150-MC-8008
A		3. Integrate Character Development into Organizational Programs S-S.	С	S	s	(1)	3	Analyze Army Character Development	150-MC-8009
		4. Synthesize the three levels of leadership. Apply leadership Bn-Div S-Ap.	С	S	Ар	4	1	Compare Leadership with Command	150-MC-8007
ADP 6-22	Δrmv	5. Synthesize leadership attributes and competencies to enable the practice of the MC philosophy. Apply leadership at Bn-Div S-Ap .	С	S	Ар	5	5	Analyze the Army Leader Requirements Model	150-MC-8014
		 Synthesize Counselling, coaching, and mentoring. Apply at Bn-Div S-Ap. 	С	s	Ар	e	5	Compare counseling, coaching, and mentoring	150-MC-8015

Human Dimension ALA for Warrant Officer 3s and 4s

GLOs	Educational Terminal Learning Objectives (TLO)	S	Ι	0		Associated Training Tasks	Reference
	Synthesize critical - creative thinking components	С	S	Ар	1	Apply Critical Thinking	150-MC-8012
	(design), and problem solving (ACT, Risk Management,	С	s	Ар	2	Conduct Problem Solving	150-MC-8010
	GTM, ADM, Strategic Thinking). Apply critical thinking at Bn and during MDMP. S-Ap.	С	S	Ар	3	Apply Strategic Thinking	150-MC-8016
		С	s	Ар	4	Apply Group Think Mitigation	150-MC-8011
Human	2. Synthesize active listening, negotiation, verbal and written communication skills. Apply at Bn-Div S-Ap. 3. Synthesize cutural self-awarness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Bn-Div S-Ap. 4. Synthesize the five dimensions of comprehensive fitness, and resilency skills. Apply Bn-Div S-Ap.	С	s	Ар	5	Communicate Effectively	150-MC-8002
Dimension		С	S	Ар	6	Conduct Negotiations	150-MC-8003
		С	S	Ар	7	Identify Operational Culture	150-MC-8001
		С	S	Ар	8	Demonstrate Comprehensive Fitness	150-MC-8004
	5. Synthesize Lifelong learning, self-assessment, and goal setting attributes. Apply - self S-Ap.	С	s	Ар	9	Conduct Self Development	150-MC-8005

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation

Associated training tasks: https://rdl.train.army.mil/catalog/dashboard

^θ Div / Corps / Theater Army; METL Tasks

Gray shaded areas do not apply to this cohort area

Mission Command ALA for Chief Warrant Officer 5s

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	0			Associated Training Tasks	Referen
			S				Build teams thru mutual trust	150-LDR-50
	1. Facilitate practice of the six principles of the MC	С	S	Ε	2		Create Shared Understanding	150-LDR-50
MC	Philosophy at Bn-higher; Assess suborninates application. S-	С	S	Ε	3		Provide the Commander's Intent	150-LDR-50
Philosophy	E.	С	S	Ε	4		Exercise Disciplined Initiative	150-LDR-50
		С	S	Ε	5		Use Mission Order Technique	150-LDR-50
		С	S	Ε	6		Accept Prudent Risk	150-LDR-50
		С	S	S	1		Lead the MC Operations Process	150-LDR-51
		С	S	S	2		Inform & Influence Relevant Audiences	150-LDR-50
	2. Synthesize the three Cdr/Ldr tasks (drive Opns Process,	С	-	Ар			Develop Teams within Unit and UAP	150-LDR-50
	build teams, inform/influence audiences); Synthesize	С	S	E	4		Conduct Pre-Combat Inspections	150-LDR-5
Tasks	subordinates' application. S-S				5		Organize the Staff for Operations	150-LDR-5
		An	S	S	6		Direct Rapid Decision & Sync Process	150-LDR-50
					7	*	Conduct Troop Leading Procedures*	150-LDR-50
		С	Е	F	1		Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-510
		С	-	E	_	1.1	Participate in Army Design Methodology	150-MC-80
		С	_	E	-	1.2	Participate in MDMP	150-MC-51
		С	+	E	- 1	1.3	Develop a Running Estimate	150-MC-51
		С	_	E	- 1	1.4	Provide Input for IPB	150-MC-22
		_	E	_	ŀ	1.5	Organize staff as CoS, XO, DCO	150-MC-00
		_	-	E	- 1	1.6	Perform Information Collection	150-MC-23
		С	+	E	- 1	1.7	Participate in Receipt of a Mission	150-MC-5
		_	+	E	ŀ	1.8	Participate in Mission Analysis	150-MC-5
		_	_		_ F	1.9	Recommend the CCIR	150-MC-5
		С	_	E		1.10	Participate in COA Development	150-MC-5
	3. Assess the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network) at echelon. E-E.	CEE	- 1	1.11		150-MC-5		
		_	_	E	- 1	1.12	Participate in COA Analysis Participate in COA Comparison	150-MC-5
		_	-	E	-	1.13	Conduct a COA Decision Brief	150-MC-5
		С	_	E	-	1.13	Prepare a Warning Order	150-MC-50
MC	4. Assess operations process components (plan, prepare,	С	_	E	ŀ	1.15	Participate in COA Approval	150-MC-5
Staff Tasks	execute, assess) at Bn-higher. E-E.		E	_	- 1	1.15	Prepare an Operations Order	150-MC-5
olaii iasks		С	-	E	- 1	1.17		
	5. Interpret Bn-higher a ORDER/PLAN and produce an	С	_	E		1.17	Conduct Risk Management	150-MC-51 150-MC-51
	OPORD/FRAGO at echelon using the "mission order"	С	_	E	2 -	1.10	Perform a Rehearsal	
	technique; Assess subordinates ORDERs. S-E.	C	\vdash	E			Prepare a Fragmentary Order	150-MC-51
			-	E	-	1.20	Assist Command Past Operations	150-MC-51
				\dashv	H	1.21	Assist Command Post Operations	150-MC-52
		_	_	E	5 1	1.22	Displace the Command Posts	150-MC-52
		_		E	.X F	1.23	, , ,	150-MC-61
		С		E	-	1.24	/	150-MC-51
		_	E	_	-	1.25	Control Tactical Airspace	150-MC-5
		_	_	_	_	1.26	Develop Civil Affairs Annex	150-MC-54
		_	-	E	sses	1.27 1.28	Assess the Current Situation	150-MC-51
		-	-	_		1.28	Refine the Plan	150-MC-51
		_	S	_	2		Employ Info Related Capabilities	150-MC-53
					3		Employ KM Processes	150-MC-76
		С	S	_	_		Coordinate CEMA	150-MC-59
	6. Organize, employ, and assess Mission Command System		-	_	_		Establish the MC System	150-LDR-5
	within own organization; Evaluate MC info systems. S-E.		_	-	2		Establish Common Op Picture (COP)	150-MC-53
MC System				_	3		Employ MC Information System	150-MC-52
,	7. Validate and assess COP at echelon. S-E.		\vdash	-	4		Integrate the MC Information System	150-MC-52
		С	+	_	5		Conduct Information Protection	150-MC-50
		С	S	Ε	6		Operate the MC Network	150-MC-50

Professional Competence ALA for Chief Warrant Officer 5s

GLOs	Educational Terminal Learning Objectives (TLO)	s	I	0			Reference	
		С	S	S	1		Describe Decisive Action	150-LDR-5034
		С	S	S		1.1	^θ Conduct Force Projection (Div)	71-DIV-7300
		С	S	S		1.2	^θ Conduct Force Projection (Corps)	71-CORP-7300
	1. Synthesize Decisive Action components (Offense,	С	s	s		1.3	⁶ Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
	Defense, Stability Operations, and Defense Support of Civil	С	S	S		1.4	^θ Conduct Shaping Operations (Corps)	71-CORP-1270
	Authorities); Assess Bn-Higher. S-S.	С	S	S		1.5	^θ Conduct Area Security (Div)	71-DIV-6500
		С	S	S		1.6	^θ Conduct MC for Theater (TA)	71-TA-5100
		С	S	S		1.7	^θ Conduct RSOI (TA)	71-TA-1130
		С	S	S		1.8	^θ Coordinate Support for Theater (TA)	71-TA-5450
		С	S	S		1.9	^θ Establish Intel Interoperability (TA)	71-TA-2500
		С	S	S	2		Describe Offensive Operations	150-LDR-5030
		С	_			2.1	^θ Conduct Attack (Div)	71-DIV-7120
Combined	2. Synthesize and Develop Offensive Operations. S-S.	С	_			2.2	^θ Conduct Attack (Corps)	71-CORP-7120
Arms		С	-	-		2.3	^θ Conduct Forcile Entry (Div)	71-DIV-1340
during		С	-			2.4	⁶ Conduct Forcile Entry (Corps)	71-CORP-1340
Arms during Unified		С	S	S		2.5	⁶ Conduct Movement to Contact (Div)	71-DIV-7110
Land Onns		С	S	S	3		Describe Defensive Operations	150-LDR-5031
Luna Opiis	3. Synthesize and Develop Defensive Operations S-S.	С	S	s		3.1	^θ Conduct Defense (Div)	71-DIV-7222
		С	S	s		3.2	^θ Conduct Defense (Corps)	71-CORP-7222
	4. Synthesize and Develop stability operations at echelon.	С	S	S	4		Describe Stability Operations	150-LDR-5032
	S-S.	С	S	s		4.1	⁶ Conduct Theater Security Cooperation (TA)	71-TA-5711
	5. Synthesize and Develop Defense Support to Civil Authoritiess at echelon. S-S.	С	s	s	5		Describe Defense Support to Civil Auth	150-LDR-5033
	Synthesize the integration of Offensive Cyberspace Operations S-Ap.	С	s	Ар	6		Integrate Offensive Cyberspace Ops	150-MC-8013
	7. Synthesize the conduct of Defensive Cyberspace Operations S-Ap.	С	s	Ар	7		Integrate Defensive Cyberspace Ops	150-MC-8019
	8. Synthesize the conduct of DODIN Operations to include Cybersecurity S-Ap.	С	s	Ар	8		Conduct DODIN Operations	150-MC-8017

Army Profession and Leadership ALA for Chief Warrant Officer 5s

	GLOs	Educational Terminal Learning Objectives (TLO)	S	I	0		Reference	
01		Integrate Stewardship of the Profession into Army Culture E-E	С	Е	Е	1	Identify characteritics of the Army as a Profession	150-MC-8006
DP/ADR	Army Profession	2. Evaluate key issues affecting the Army Ethlc. E-E.	С	Е	Е	2	Apply the Army Ethic	150-MC-8008
V		3. Evaluate key issues affecting Character Development E-E.	С	Е	Е	3	Analyze Army Character Development	150-MC-8009
		4. Assess effectiveness of the three levels of leadership. Evaluate leadership Bde-lower E-E.	С	Е	Е	4	Compare Leadership with Command	150-MC-8007
ADP 6-22	Army Leadershin	5. Assess how the leadership attributes and competencies enable the practice of the MC philosophy. Evaluate Bdelower E-E .	С	E	Е	5	Analyze the Army Leader Requirements Model	150-MC-8014
		6. Assess Counselling, coaching, and mentoring. Assess Bdelower E-E.	С	Е	Е	6	Compare counseling, coaching, and mentoring	150-MC-8015

Human Dimension ALA for Chief Warrant Officer 5s

GLOs	Educational Terminal Learning Objectives (TLO)	s	I	0		Associated Training Tasks	Reference		
		С	Е	Ε	1	Apply Critical Thinking	150-MC-8012		
	Assess critical - creative thinking components (ACT, Risk Management, GTM, ADM, Strategic Thinking). Evaluate	С	Е	Е	2	Conduct Problem Solving	150-MC-8010		
	critical thinking at Bn-higher MDMP. E-E.	С	Е	Ε	3	Apply Strategic Thinking	150-MC-8016		
		С	Е	Ε	4	Apply Group Think Mitigation	150-MC-8011		
Human	Assess active listening, negotiation, verbal and written communication skills. Evaluate at Bn-higher E-E.	С	E	Е	5	Communicate Effectively	150-MC-8002		
Dimension	3. Evaluate cutural self-awarness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Assess Bn-higher E-E.	С	Ε	Ε	6	Conduct Negotiations	150-MC-8003		
		С	Е	Ε	7	Identify Operational Culture	150-MC-8001		
	4. Evaluate the five dimensions of comprehensive fitness, and resilency skills. Assess Bn-higher E-E.	С	E	E	8	Demonstrate Comprehensive Fitness	150-MC-8004		
	 Synthesize Lifelong learning, self-assessment, and goal setting attributes. Apply - self, Assess Bn-higher. S-E. 	С	s	E	9	Conduct Self Development	150-MC-8005		
K-Knowledge,	K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation 9 Div / Corps / Theater Army; METL Tasks								

MCTEP C-11

Associated training tasks: https://rdl.train.army.mil/catalog/dashboard

Gray shaded areas do not apply to this cohort area

Recap of Terminal Learning Objectives for Warrant Officers

<mark>ALA</mark>	GLOs	Candidate	W01	CW2	CW3/4	CW4/5
	MC Philosophy	 Identify the six principles of the MC Philosophy; Apply at Sqd- Plt. K-Ap. 	the MC Philosophy; apply at Plt-		 Synthesize the six principles of the MC Philosophy; apply at Bn- Div. S-Ap. 	Facilitate practice of the six principles of the MC Philosophy at Bn-higher; assess suborninates application. S-E.
	MC Warfighting Function CDR/LDR Tasks	2. Identify TLP; Apply at Sqd-Plt. C-Ap.	tasks (drive Opns Process, build teams, inform/influence audiences); Apply Plt-Co TLP. C -	2. Analyze the three Cdr/Ldr tasks (drive Opns Process, build teams, inform/influence audiences); Apply Co- TLP. An- Ap.	2. Synthesize the three Cdr/Ldr tasks (drive Opns Process, build teams, inform/influence audiences); Apply TLP Co-below. S-Ap.	 Synthesize the three Cdr/Ldr tasks (drive Opns Process, build teams, inform/influence audiences); Synthesize subordinates' application. S-S.
Command	MC		(Ops process, KM/IM, IRC, CEMA) and six additional tasks	(Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network);.	3. Synthesize the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network); Apply at Bn-Bde. S-Ap.	3. Assess the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network) at echelon. E-E.
Mission Com	Warfighting Function Staff Tasks		process components (MDMP,	execute, assess); apply at Bn	4. Manage Bn-higher operations process components (plan, prepare, execute, assess); assess at Bn-higher. S-E.	4. Assess operations process components (plan, prepare, execute, assess) at Bn-higher. E-E.
2			produce a PIt OPORD/ FRAGO. C-	5. Analyze a Bn OPORD and produce a Co OPORD/ FRAGO. An-Ap.	 Synthesize a Bde/Div OPORD and produce a Bn/Bde OPORD/ FRAGO. S-Ap. 	5. Interpret Bn-higher a ORDER/PLAN and produce an OPORD/FRAGO at echelon using the "mission order" technique; Assess subordinates ORDERS. S-E.
	MC System	6. Identify MC System components. Recall MC Info systems. K-K	components; Employ MOS MC	6. Analyze Co-Bn MC system components; employ Bn MC info systems. An-Ap.	6. Manage MC system components; employ Bn MC info systems. S-Ap.	6. Organize, employ, and assess Mission Command System within own organization; Evaluate MC info systems. S-E .
	ivic system		information requirements for a	7. Analyze how COP utilization during all phases of the operations process. An-Ap.	7. Manage the COP; Assess COP at Bn-higher S-Ap.	7. Validate and assess COP at echelon. S-E.
	CI O-	Canadialas	14/04	CIA/O	CIAID /A	CIAIA /E

ALA	GLOs	Candidate	WO1	CW2	CW3/4	CW4/5
		1. Recall Decisive Action components (Offense, Defense, Stability Operations, and Defennse Support of Civil Authorities). K-K.	Describe Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities); Apply Plt-Co. C-Ap.	Analyze Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities); Apply Co-Bn. An-Ap.	1. Synthesize Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities); Apply Bn-Bde. S-Ap.	1. Synthesize Decisive Action components (Offense, Defense, Stability Operations, and Defense Support of Civil Authorities); Assess Bn-Higher. S-S.
		2. Describe common and MOS tasks relevant to offensive operations. Demonstrate Sqd-Plt C-Ap.	Explain common and MOS tasks relevant to offensive operations. Demonstrate Plt-Co C-Ap.	tasks relevant to offensive	2. Develop and Synthesize Offensive Operations. Apply Bn- higher S-Ap.	2. Synthesize and Develop Offensive Operations S-S.
suc		3. Describe common and MOS tasks relevant to defensive operations; Demonstrate Sqd-Plt. C-Ap.	3. Explain common and MOS tasks relevant to defensive operations; Demonstrate Plt-Co. C-Ap.	tasks relevant to defensive;	3. Develop and Synthesize Defensive Operations. Apply Bn- higher S-Ap.	3. Synthesize and Develop Defensive Operations S-S.
Unified Land Operations	Combined Arms in Unified	4. Describe common and MOS tasks relevant to stability operations; Demonstrate Sqd-Plt. C-Ap.	4. Explain common and MOS tasks relevant to stability operations; Demonstrate Plt-Co. C-Ap.	4. Analyze common and MOS tasks relevant to stability operations; Demonstrate Co-Bn. An- Ap.	4. Develop and Synthesize stability operations. Apply Bn- higher S-Ap	4. Synthesize and Develop stability operations at echelon. S-S.
Unified La	Operations	ns tasks relevant to Defense tasks relevant			5. Develop and Synthesize Defense Support to Civil Authorities; Apply Bn-higher S-Ap.	5. Synthesize and Develop Defense Support to Civil Authoritiess at echelon. S-S.
				6. Explain common tasks relevant to the integration of Offensive Cyberspace Operations C-Ap.	 Analyze common tasks relevant to the integration of Offensive Cyberspace Operations An- Ap. 	6. Synthesize the integration of Offensive Cyberspace Operations S-Ap.
				7. Explain common tasks relevant to the conduct of Defensive Cyberspace Operations C-Ap.	 Analyze common tasks relevant to the conduct of Defensive Cyberspace Operations An- Ap. 	Defensive Cyberspace Operations S- Ap.
		8. Describe common tasks relevant to the conduct of DODIN Operations to include Cybersecurity K-Ap.	8. Explain common tasks relevant to the conduct of DODIN Operations to include Cybersecurity C-Ap.		8. Analyze common tasks relevant to the conduct of DODIN Operations to include Cybersecurity An- Ap.	8. Synthesize the conduct of DODIN Operations to include Cybersecurity S-Ap.

Recap of Terminal Learning Objectives for Warrant Officers (cont)

ALA	GLOs	Candidate	W01	CW2	CW3/4	CW4/5
on	Army Profession,	1. Identify key concepts of the Army Profession K-K.	Communicate key concepts of the Army Profession C-C.	1. Examine key concepts of the Army Profession . An-An.	Align organizational programs, policies, and processes with the Army Profession. S-S.	Integrate Stewardship of the Profession into Army Culture E- E.
Profession	Character		2. Employ Ethical Reasoning C-Ap.	2. Examine the Army Ethic. An-	2. Employ the Army Ethic at the Organizational Level S-S.	2. Evaluate key issues affecting the Army Ethlc E-E.
the		, , ,	3. Employ Character Development C-Ap.	3. Integrate Character Development into unit activities An-An.	3. Integrate Character Development into Organizational Programs S-S.	3. Evaluate key issues affecting Character Development E-E.
ership and		the purpose of leadership. K-K.	leadership. Apply leadership Plt-	4. Analyze command and leadership. Apply leadership Co Bn An-Ap.	4. Synthesize the three levels of leadership. Apply leadership Bn-Div S-Ap.	4. Assess effectiveness of the three levels of leadership. Evaluate leadership Bde-lower E-E.
Army Leadersh	Arny Leadership	and three competencies of Leadership Requirements	5. Describe the three attributes and three competencies of Leadership Requirements Model. Apply at Plt-Co C-Ap.	5. Correlate the leadership attributes and competencies with the six MC philosophy principles. Apply at Co-Bn An-Ap.	practice of the MC philosophy.	5. Assess how the leadership attributes and competencies enable the practice of the MC philosophy. Evaluate Bde-lower E-E.
`		*	6. Describe Counselling, coaching, and mentoring. Apply at PIt-Co C-Ap.	6. Correlate Counselling, coaching, and mentoring. Apply at Co-Bn An-Ap.	6. Synthesize Counselling, coaching, and mentoring. Apply at Bn-Div S-Ap.	6. Assess Counselling, coaching, and mentoring. Assess Bde-lower E-E.

<mark>ALA</mark>	GLOs	Candidate	W01	CW2	CW3/4	CW4/5
		 Define aspects of critical- creative thinking and problem solving (ACT). Apply at Sqd-Plt level and during TLP C-Ap. 	problem solving (ACT, Risk Management). Apply at Plt-Co level and during TLP C-Ap.	1. Analyze critical -creative thinking components and problem solving (ACT, Risk Management, GTM). Apply at Co Bn and during TLP and Bn MDMP. An-Ap.	1. Synthesize critical - creative thinking components (design), and problem solving (ACT, Risk Management, GTM, ADM, Strategic Thinking). Apply critical thinking at Bn and during MDMP. S-Ap.	· ·
sion		negotiation, verbal and written communication skills. Apply at	2. Demonstrate active listening, negotiaton, verbal and written communication skills. Apply at	2. Analyze active listening, negotiation, verbal and written communication skills. Apply at Co-Bn An-Ap.	2. Synthesize active listening, negotiation, verbal and written communication skills. Apply at Bn-Div S-Ap.	2. Assess active listening, negotiation, verbal and written communication skills. Evaluate at Bn-higher E-E.
Human Dimens	Human Dimension	3. Describe cutural self- awarness and cross cultural competence, related	3. Explain cutural self-awarness and cross cultural competence,		3. Synthesize cutural self- awarness and cross cultural competence, related knowledge, attributes, and interpersonal	3. Evaluate cutural self-awarness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM).
Hun		interpersonal skills (including JIIM). Apply Sqd-Plt C-Ap. 4. Describe the five dimensions	<u>'</u>	interpersonal skills (including JIIM). Apply Co-Bn S-Ap. 4. Correlate the five	skills (including JIIM). Apply Bn- Div S-Ap. 4. Synthesize the five dimensions	Assess Bn-higher E-E. 4. Evaluate the five dimensions of
			of comprehensive fitness, and resilency skills. Apply Plt-Co C -	dimensions of comprehensive fitness, and resilency skills. Apply Co-Bn An-Ap.	of comprehensive fitness, and resilency skills. Apply Bn-Div S-Ap .	comprehensive fitness, and resilency skills. Assess Bn-higher E-E.
		self-assessment, and goal	0 0,	5. Analyze Lifelong learning, self-assessment, and goal setting attributes. Apply - self	5. Synthesize Lifelong learning, self-assessment, and goal setting attributes. Apply - self S-Ap.	5. Synthesize Lifelong learning, self- assessment, and goal setting attributes. Apply - self, Assess Bn-
		Ap.		An-Ap.		higher. S-E.

Page left blank intentionally

Appendix D

Integrating Training and Education for Noncommissioned Officers Contents

Corporals and Sergeants (CPL/SGT)
Mission Command ALA for Corporals and Sergeants
Professional Compliance ALA for Corporals and Sergeants
Army Profession and Leadership ALA for Corporals and Sergeants
Human Dimension ALA for Corporals and Sergeants
Staff Sergeants (SSG)
Mission Command ALA for Staff Sergeants
Professional Compliance ALA for Staff Sergeants
Army Profession and Leadership ALA for Staff Sergeants
Human Dimension ALA for Staff Sergeants
Sergeants First Class (SFC)
Mission Command ALA for Sergeants First Class
Professional Compliance ALA for Sergeants First Class
Army Profession and Leadership ALA for Sergeants First Class
Human Dimension ALA for Sergeants First Class
Master Sergeants (MSG)
Mission Command ALA for Master Sergeants
Professional Competence ALA for Master Sergeants
Army Profession and Leadership ALA for Master Sergeants
Human Dimension ALA for Master Sergeants
Sergeants Major and Command Sergeants Major (SGM/CSM)
Mission Command ALA for Sergeants Major and Command Sergeants MajorD-10
Professional Competence ALA for Sergeants Major Command Sergeants MajorD-11
Army Profession and Leadership ALA for Sergeants Major Command Sergeants MajorD-11
Human Dimension ALA for Sergeants Major Command Sergeants MajorD-11
Recap of Terminal Learning Objectives for NCOs

Mission Command ALA for Corporals and Sergeants

GLOs	Educational Terminal Learning Objectives (TLO)	S		_		Associated Training Tasks	Reference
				\p 1		Build teams thru mutual trust	150-LDR-5001
		K	Κ /	λp 2		Create Shared Understanding	150-LDR-5007
MC	 Identify the six principles of the MC Philosophy; Apply at Tm/Sqd. 	K	K	C 3		Provide the Commander's Intent	150-LDR-5004
hilosophy	K-Ap.	K	Κ /	Ap 4		Exercise Disciplined Initiative	150-LDR-5006
		K	K	\p 5	i	Use Mission Order Technique	150-LDR-5003
		K	K	Ap 6	i	Accept Prudent Risk	150-LDR-5002
				1		Lead the Operations Process	150-LDR-5100
				2		Inform & Influence Relevant Audiences	150-LDR-5005
	2 11 27 712 4 1 1 7 6 4			3		Develop Teams within Unit and UAP	150-LDR-5001
	2. Identify TLP; Apply at Tm. C-Ap.	K	K /	Ap 4		Conduct Pre-Combat Inspections	150-LDR-5022
Tasks				5		Organize the Staff for Operations	150-LDR-5013
			T	6	,	Direct Rapid Decision & Sync Process	150-LDR-5014
		С	C /	λp 7		* Conduct Troop Leading Procedures*	150-LDR-5012
				1		* Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-5100 ³
				T	1.1		150-MC-8018
					1.2		150-MC-5111
					1.3		150-MC-5144
			1		1.4		150-MC-2210
			1		1.5		150-MC-0000
			1		1.6		150-MC-2300
			T		1.		150-MC-5110
					1.8	·	150-MC-5112
			T		1.9		150-MC-5113
MC			T	٦°	1.1		150-MC-5114
			+		1.1		150-MC-5115
					1.1		150-MC-5116
					1.1		150-MC-5009
	3.Recall the 5-paragraph OPORD; Interpret a Sqd OPORD/FRAGO. K-C.		1		1.1		150-MC-5117
					1.1		150-MC-5121
taff Tasks		K	К	С	1.1		150-MC-5119
		\vdash	_	С	1.:		150-MC-5145
		\vdash	_	_	_		150-MC-5122
				C	1.1	9 Prepare a Fragmentary Order	150-MC-5125
				t	1.2	,	150-MC-5131
					1.7		150-MC-5200
			1	a	4 .		150-MC-5201
		К	C /	h dy	1.2		150-MC-6111
				Ž	1.2	4 Conduct Military Deception Opns	150-MC-5127
					1.2		150-MC-5715
					1.2	6 Develop Civil Affairs Annex	150-MC-5400
			Ī	350	1.2		150-MC-5130
			Ī	Assa	1.2	8 Refine the Plan	150-MC-5124
				2		Employ Info Related Capabilities	150-MC-5320
				3		Employ KM Processes	150-MC-7654
				4		Coordinate CEMA	150-MC-5900
	4. Identify Tm/Sqd MC system components; Employ MOS MC Info	С	C /	\p 1		Establish the MC System	150-LDR-5252
	systems. C-Ap.			2		Establish Common Op Picture (COP)	150-MC-5315
10.0		С	C /	\p 3		Employ MC Information System	150-MC-5250
/IC System	5. Identify Tm/Sqd MC system components; Employ MOS MC Info			4		Integrate the MC Information System	150-MC-5251
	systems. C-Ap.			5		Conduct Information Protection	150-MC-5010
3	systems. C-Ap .			6		Operate the MC Network	150-MC-5003

Professional Competence ALA for Corporals and Sergeants

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	0			Associated Training Tasks	Reference
		K	K	K	1		Describe Decisive Action	150-LDR-5034
						1.1	⁶ Conduct Force Projection (Div)	71-DIV-7300
						1.2	⁶ Conduct Force Projection (Corps)	71-CORP-7300
						1.3	⁶ Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
	1. Recall Decisive Action components. K-K.					1.4	⁶ Conduct Shaping Operations (Corps)	71-CORP-1270
		Tr	n-S	qd		1.5	^θ Conduct Area Security (Div)	71-DIV-6500
						1.6	^e Conduct MC for Theater (TA)	71-TA-5100
						1.7	^e Conduct RSOI (TA)	71-TA-1130
						1.8	^θ Coordinate Support for Theater (TA)	71-TA-5450
						1.9	^θ Establish Intel Interoperability (TA)	71-TA-2500
		С	С	Ap	2		Describe Offensive Operations	150-LDR-5030
	2. Describe and Demonstrate SL 1, 2 common and MOS tasks	Tr	n-S	qd		2.1	^θ Conduct Attack (Div)	71-DIV-7120
	relevant to offensive operations. C-Ap.					2.2	^θ Conduct Attack (Corps)	71-CORP-7120
Combined						2.3	⁶ Conduct Forcile Entry (Div)	71-DIV-1340
Arms						2.4	^θ Conduct Forcile Entry (Corps)	71-CORP-1340
Arms during Unified		_	_	qd Ap		2.5	^θ Conduct Movement to Contact (Div)	71-DIV-7110
Unified	3. Describe and Demonstrate SL 1, 2 common and MOS tasks				3		Describe Defensive Operations	150-LDR-5031
	relevant to defensive operations. C-Ap.	Tr	n-S	qd		3.1	^θ Conduct Defense (Div)	71-DIV-7222
Land Opns						3.2	^θ Conduct Defense (Corps)	71-CORP-7222
	4. Describe and Demonstrate SL 1, 2 common and MOS tasks	С	С	Ap	4		Describe Stability Operations	150-LDR-5032
	relevant to stability operations. C-Ap.					4.1	⁶ Conduct Theater Security Cooperation (TA)	71-TA-5711
	5. Describe and Demonstrate SL 1, 2 common and MOS tasks relevant to defense support to civil authorities. C- Ap.	С	С	Ар	5		Describe Defense Support to Civil Auth	150-LDR-5033
					6		Integrate Offensive Cyberspace Ops	150-MC-8013
					7		Integrate Defensive Cyberspace Ops	150-MC-8019
	Describe common and MOS tasks relevant to the conduct of DODIN Operations to include Cybersecurity K-Ap.	к	К	Ар	8		Conduct DODIN Operations	150-MC-8017

Army Profession and Leadership ALA for Corporals and Sergeants

_	<u> </u>										
	GLOs	Educational Terminal Learning Objectives (TLO)	S	ı	o		Associated Training Tasks	Reference			
-		Identify key concepts of the Army Profession K-K.	К	K	К	1	Identify characteritics of the Army as a Profession	150-MC-8006			
ad uv/ ac	Army Profession	2. Employ the Army Ethic. K-Ap.	К	K	Ар	2	Apply the Army Ethic	150-MC-8008			
JV		3. Identify key concepts of Character Development . K-K.	к	K	К	3	Analyze Army Character Development	150-MC-8009			
,		Define an Army leader and the purpose of leadership. Apply leadership Tm-Sqd C-Ap.			Ар	4	Compare Leadership with Command	150-MC-8007			
VDD 6.7	Army Leadership	5. Recall the three attributes and three competencies of Leadership Requirements Model. Apply at Tm-Sqd C-Ap.	С	С	Ар	5	Analyze the Army Leader Requirements Model	150-MC-8014			
		6. Define Counselling, coaching, and mentoring. Apply Tm-Sqd C-Ap.	К	С	Ap	6	Compare Counseling, Coaching, and Mentoring	150-MC-8015			

Human Dimension ALA for Corporals and Sergeants

GLOs	Educational Terminal Learning Objectives (TLO)	S	ı	0		Associated Training Tasks	Reference				
	Define aspects of critical-creative thinking and problem solving		С	Ар	1	Apply Critical Thinking	150-MC-8012				
	(ACT). Apply at Sqd-Plt level and during TLP C-Ap.	К	С	Ар	2	Conduct Problem Solving	150-MC-8010				
	2. Describe active listening, negotiation, verbal and written				3	Apply Strategic Thinking	150-MC-8016				
	communication skills. Apply at Sqd-Plt C-Ap.				4	Apply Group Think Mitigation	150-MC-8011				
Human	 Describe cutural self-awarness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Sqd-Plt C-Ap. 	K	С	Ар	5	Communicate Effectively	150-MC-8002				
Dimension		к	С	Ар	6	Conduct Negotiations	150-MC-8003				
	Describe the five dimensions of comprehensive fitness, and resilency skills . Apply Sqd-Plt C-Ap.	K	С	Ар	7	Identify Operational Culture	150-MC-8001				
		K	С	Ар	8	Demonstrate Comprehensive Fitness	150-MC-8004				
	5. Describe Lifelong learning, self-assessment, and goal setting attributes. Apply - self C-Ap.		С	Ар	9	Conduct Self Development	150-MC-8005				
K-Knowledge,	K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation ⁸ Div / Corps / Theater Army; METL Tasks										
Associated tra	ining tasks: https://rdl.train.army.mil/catalog/dashboard	ssociated training tasks: https://rdl.train.army.mil/catalog/dashboard Gray shaded areas do not apply to this cohort area									

Mission Command ALA for Staff Sergeants

GLOs	Educational Terminal Learning Objectives (TLO)	SI	0			Associated Training Tasks	Reference
		СС	Ар	1		Build teams thru mutual trust	150-LDR-5001
	1. Fundain the six principles of the NAC Philosophy, apply at Cod /Plt	СС	Ар	2		Create Shared Understanding	150-LDR-5007
MC	1. Explain the six principles of the MC Philosophy; apply at Sqd/Plt.	СС	Ар	3		Provide the Commander's Intent	150-LDR-5004
Philosophy	C-Ap.		Ар	4		Exercise Disciplined Initiative	150-LDR-5006
		СС	Ар	5		Use Mission Order Technique	150-LDR-5003
		СС	Ар	6		Accept Prudent Risk	150-LDR-5002
		СС	Ар	1		Lead the Operations Process	150-LDR-5100
		СС	Ар	2		Inform & Influence Relevant Audiences	150-LDR-5005
		СС		-		Develop Teams within Unit and UAP	150-LDR-5001
MC Cdr/Ldr	2. Analyze TLP, and how to develop teams; Apply At Sqd/Plt. An-Ap .	СС	-	_		Conduct Pre-Combat Inspections	150-LDR-5022
Tasks		СС	÷	┺		Organize the Staff for Operations	150 LDR 5022
		СС	÷	6		Direct Rapid Decision & Sync Process	150-LDR-5014
		C Ar	÷	7	*	Conduct Troop Leading Procedures*	150-LDR-5012
		K C	+	÷	*	Conduct the Mic Ophis Process	
		\vdash	_	Ι.	1 1	Postinianto in Army Posica Mathodology	71-BDE-5100*
		_	_		1.1	Participate in Army Design Methodology	150-MC-8018
			Ap	1	1.2	Participate in MDMP	150-MC-5111
		K C	÷	1	1.3	Develop a Running Estimate	150-MC-5144
		K C	÷		1.4	Provide Input for IPB	150-MC-2210
		K C	÷		1.5	Organize staff as CoS, XO, DCO	150-MC-0000
		K C	÷		1.6	Perform Information Collection	150-MC-2300
		K C	÷		1.7	Participate in Receipt of a Mission	150-MC-5110
		K C	÷	_	1.8	Participate in Mission Analysis	150-MC-5112
		K C	÷	а		Recommend the CCIR	150-MC-5113
		K C	÷	1	1.10	Participate in COA Development	150-MC-5114
	3. Identify the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network); Apply at Bn C-Ap.		Ap		1.11	Participate in COA Analysis	150-MC-5115
			Ap		1.12	Participate in COA Comparison	150-MC-5116
			Ар		1.13	Conduct a COA Decision Brief	150-MC-5009
	4. Define the operations process components (plan, prepare, execute, assess). C-Ap. 5. Translate a Plt OPORD and Produce a Sqd OPORD/ FRAGO. C-Ap	КС	_		1.14	Prepare a Warning Order	150-MC-5117
MC			Ap		1.15	Participate in COA Approval	150-MC-5121
Staff Lasks		КС	+		1.16	Prepare an Operations Order	150-MC-5119
		СС	÷		1.17	Conduct Risk Management	150-MC-5145
		СС	+	rep	1.18	Perform a Rehearsal	150-MC-5122
	, , , , , , , , , , , , , , , , , , , ,	СС	Ар	Ь	1.19	Prepare a Fragmentary Order	150-MC-5125
				ı	1.20	Assist Cdr in Executing Tactical Opns	150-MC-5131
				ı	1.21	Assist Command Post Operations	150-MC-5200
				Į.	1.22	Displace the Command Posts	150-MC-5201
		K Ap	Ар	xec	1.23	Employ Operations Security	150-MC-6111
					1.24	Conduct Military Deception Opns	150-MC-5127
					1.25	Control Tactical Airspace	150-MC-5715
				L	1.26		150-MC-5400
		K C		Assess	1.27	Assess the Current Situation	150-MC-5130
		КС	Ap	_	_	Refine the Plan	150-MC-5124
		K C	Ap	+		Employ Info Related Capabilities	150-MC-5320
		КС	Ap	3		Employ KM Processes	150-MC-7654
		КС	<u> </u>	4		Coordinate CEMA	150-MC-5900
	6. Correlate Sqd/Plt MC system components; Employ MOS MC info	C Ar	n Ap	1		Establish the MC System	150-LDR-5252
	systems. <mark>An-Ap</mark> .			2		Establish Common Op Picture (COP)	150-MC-5315
MC System		C Ar	n Ap	3		Employ MC Information System	150-MC-5250
ivic system	7. Identify Tm/Sqd MC system components; Employ MOS MC Info			4		Integrate the MC Information System	150-MC-5251
	systems. C-Ap.			5		Conduct Information Protection	150-MC-5010
				6		Operate the MC Network	150-MC-5003

Professional Competence ALA for Staff Sergeants

	GLOs	Educational Terminal Learning Objectives (TLO)	s	1	0			Associated Training Tasks	Reference
			С	С	Ap	1		Describe Decisive Action	150-LDR-5034
							1.1	⁶ Conduct Force Projection (Div)	71-DIV-7300
							1.2	⁶ Conduct Force Projection (Corps)	71-CORP-7300
							1.3	^θ Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
		1. Explain Decisive Action components. C-Ap.					1.4	⁶ Conduct Shaping Operations (Corps)	71-CORP-1270
		1. Explain becisive Action components. C-Ap.	S	qd-F	Plt		1.5	⁶ Conduct Area Security (Div)	71-DIV-6500
							1.6	^θ Conduct MC for Theater (TA)	71-TA-5100
							1.7	⁶ Conduct RSOI (TA)	71-TA-1130
							1.8	^θ Coordinate Support for Theater (TA)	71-TA-5450
							1.9	^θ Establish Intel Interoperability (TA)	71-TA-2500
					Ap	2		Describe Offensive Operations	150-LDR-5030
			_	qd-F	Plt		2.1	^θ Conduct Attack (Div)	71-DIV-7120
		2. Explain and Demonstrate SL 1, 2 common and MOS tasks relevant					2.2	^θ Conduct Attack (Corps)	71-CORP-7120
	Combined	to offensive operations. C-Ap.					2.3	^θ Conduct Forcile Entry (Div)	71-DIV-1340
3-0	Arms						2.4	^θ Conduct Forcile Entry (Corps)	71-CORP-1340
ADP/ADRP 3-0	during				Plt		2.5	^θ Conduct Movement to Contact (Div)	71-DIV-7110
P/A		3. Explain and Demonstrate SL 1, 2 common and MOS tasks relevant			Ар	3		Describe Defensive Operations	150-LDR-5031
AD	•	to defensive operations. C-Ap.			Plt		3.1	^θ Conduct Defense (Div)	71-DIV-7222
							3.2	^θ Conduct Defense (Corps)	71-CORP-7222
		4. Explain and Demonstrate SL 1, 2 common and MOS tasks relevant	С	С	Ap	4		Describe Stability Operations	150-LDR-5032
		to stability operations. C-Ap.					4.1	^θ Conduct Theater Security Cooperation (TA)	71-TA-5711
		 Explain and Demonstrate SL 1, 2 common and MOS tasks relevant to defense support to civil authorities. C-Ap. 	С	С	Ар	5		Describe Defense Support to Civil Auth	150-LDR-5033
						6		Integrate Offensive Cyberspace Ops	150-MC-8013
						7		Integrate Defensive Cyberspace Ops	150-MC-8019
		8. Explain common tasks relevant to the conduct of DODIN Operations to include Cybersecurity C-Ap.	С	С	Ар	8		Conduct DODIN Operations	150-MC-8017

Army Profession and Leadership ALA for Staff Sergeants

	GLOs	Educational Terminal Learning Objectives (TLO)	S	I	0		Associated Training Tasks	Reference
1		Communicate key concepts of the Army Profession C-C.	С	С	С	1	Identify characteritics of the Army as a Profession	150-MC-8006
P/ADRP	Army Profession	2. Employ Ethical Reasoning C-Ap.	С	С	Ар	2	Apply the Army Ethic	150-MC-8008
AE		3. Employ Character Development C-Ap.	С	С	Ар	3	Analyze Army Character Development	150-MC-8009
2		4. Describe command and leadership. Apply leadership Sqd-Plt C-Ap	С	С	Ар	4	Compare Leadership with Command	150-MC-8007
4DP 6-2	Army Leadership	5. Describe the three attributes and three competencies of Leadership Requirements Model. Apply at Sqd-Plt C-Ap.	С	С	Ар	5	Analyze the Army Leader Requirements Model	150-MC-8014
		 Describe Counselling, coaching, and mentoring. Apply at Sqd-Plt CApp. 	C	С	Ар	6	Compare Counseling, Coaching, and Mentoring	150-MC-8015

Human Dimension ALA for Staff Sergeants

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	0		Associated Training Tasks	Reference		
	Identify critical-creative thinking components and problem solving (ACT, Risk Management). Apply at PIt-Co level and during TLP C-Ap.	С	С	Ap	1	Apply Critical Thinking	150-MC-8012		
		1	С	Ар	2	Conduct Problem Solving	150-MC-8010		
	Demonstrate active listening, negotiaton, verbal and written				3	Apply Strategic Thinking	150-MC-8016		
	communication skills. Apply at Sqd-Plt C-Ap.				4	Apply Group Think Mitigation	150-MC-8011		
Human	Explain cutural self-awarness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Sqd-Plt C-Ap.	С	С	Ap	5	Communicate Effectively	150-MC-8002		
Dimension		С	С	Ар	6	Conduct Negotiations	150-MC-8003		
	4. Describe the five dimensions of comprehensive fitness, and	С	С	Ар	7	Identify Operational Culture	150-MC-8001		
	resilency skills. Apply Sqd-Plt C-Ap.	С	С	Ар	8	Demonstrate Comprehensive Fitness	150-MC-8004		
	5. Describe Lifelong learning, self-assessment, and goal setting attributes. Apply - self C-Ap.	С	С	Ар	9	Conduct Self Development	150-MC-8005		
K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation ⁶ Div / Corps / Theater Army; METL Task									

MCTEP D-5

Gray shaded areas do not apply to this cohort area

Associated training tasks: https://rdl.train.army.mil/catalog/dashboard

Mission Command ALA for Sergeants First Class

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	0			Associated Training Tasks	Referen
		С	An	Ар	1	В	uild teams thru mutual trust	150-LDR-5003
	1. Analyze the six principles of the MC Philosophy; Apply at Plt/Co.	С	An	Ар	2	С	reate Shared Understanding	150-LDR-5007
MC		С	An	Ар	3	P	rovide the Commander's Intent	150-LDR-5004
Philosophy	An-Ap.	С	An	Аp	4	E	xercise Disciplined Initiative	150-LDR-5006
		С	An	Ар	5	U	se Mission Order Technique	150-LDR-5003
		С	An	Ар	6	А	ccept Prudent Risk	150-LDR-5002
		С	An	Ар	1	Le	ead the Operations Process	150-LDR-510
		С	An	Ар	2	Ir	nform & Influence Relevant Audiences	150-LDR-500
	2. Synthesize TLP and how to develop teams; Apply At Plt/Co. S-	С	An	Ар	3	D	evelop Teams within Unit and UAP	150-LDR-500:
VIC Car/Lar	Ap.	С	An	Ар	4	С	onduct Pre-Combat Inspections	150-LDR-502
Tasks		С	S	Ар	5		organize the Staff for Operations	150-LDR-5013
		С	An	Ар	6		irect Rapid Decision & Sync Process	150-LDR-5014
		С	S	Ар	7		onduct Troop Leading Procedures*	150-LDR-5012
		С	С	Ap	1	* C	onduct the vic Opins Process	71-BDE-5100
		С	С	Ap	Ь	1.1	Participate in Army Design Methodology	150-MC-8018
		С	С	Ар	-	_	Participate in MDMP	150-MC-5111
		С	С	Ар	-	_	Develop a Running Estimate	150-MC-5111
		С	С	Ар	-	_	Provide Input for IPB	150-MC-2210
		С	С	Ар	l 1	_	Organize staff as CoS, XO, DCO	150-MC-2210
		С	С	Ар	-		Perform Information Collection	150-MC-2300
		С	С	Ар	-		Participate in Receipt of a Mission	150-MC-5110
		С	С	Ар	•		' ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' '	150-MC-511
		С	С	Ар	Plan	-	· · · · · · · · · · · · · · · · · · ·	150-MC-5113
		С	С	Ар			150-MC-5114	
		С	С	Ар	-	_	Participate in COA Analysis	150-MC-511
	3. Analyze the four staff tasks (Ops process, KM/IM, IRC, CEMA) and	С	С	Ар	-		Participate in COA Comparison	150-MC-5116
	six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network); Apply at Bn . An-Ap.	С	С	Ар	-		Conduct a COA Decision Brief	150-MC-5009
		С	An	Ар	-		Prepare a Warning Order	150-MC-5003
MC		С	C	Ар	-		Participate in COA Approval	150-MC-512
Staff Tasks	4. Identify the operations process components (MDMP, Design	С	An	Ар	-		Prepare an Operations Order	150-MC-512
	Methodology, Risk Management); Apply at Bn. C-Ap.	С	An	Ар	-		Conduct Risk Management	150-MC-5145
		С	An	An			Perform a Rehearsal	150-MC-5143
	5. Analyze a Co OPORD and produce a Plt OPORD/ FRAGO. An-Ap.	С	An	Ар	2	-	Prepare a Fragmentary Order	150-MC-5125
		С	C	Ар			Assist Cdr in Executing Tactical Opns	150-MC-512
		С	С	Ар	l f		Assist Command Post Operations	150-MC-5200
		С	С	Ар	ŀ		Displace the Command Posts	150-MC-520
		С	An	An	-		Employ Operations Security	150-MC-6111
			С	C	×		Conduct Military Deception Opns	150-MC-5127
		K	С	С	-		Control Tactical Airspace	150-MC-5715
			С	С	-	_	Develop Civil Affairs Annex	150-MC-5400
		С	K				Assess the Current Situation	150-MC-5130
		С	С	Ар	Asse	-	Refine the Plan	150-MC-5124
		С	An	Ар	2		Employ Info Related Capabilities	150-MC-5320
		\vdash	An	Ар	3		Employ KM Processes	150-MC-7654
		С	An		4		Coordinate CEMA	150-MC-5900
	6. Correlate Plt/Co MC system components; Employ Bn MC info	С	An	Ар	_		stablish the MC System	150-LDR-525
	systems. An-Ap.	К	K	K	2		stablish Common Op Picture (COP)	150-LDK-525
	7. Describe the eight minimum information requirements for a	С	An	Ар	3		mploy MC Information System	150-MC-5250
MC System	Common Operational Picture (COP). C-Ap.	К	An	Ар	4		ntegrate the MC Information System	150-MC-5250
	8. Correlate Plt/Co MC system components; Employ Bn MC info	,,	C	C	5		onduct Information Protection	150-MC-5010
	systems. An-Ap.		С	С	6		perate the MC Network	150-MC-5010
			·	· L	U	ıU	DELATE THE INC. NELWOLK	1130-141C-2003

Professional Competence ALA for Sergeants First Class

	GLOs	Educational Terminal Learning Objectives (TLO)	S	ı	0			Associated Training Tasks	Reference
			С	An	Ар	1		Describe Decisive Action	150-LDR-5034
							1.1	⁶ Conduct Force Projection (Div)	71-DIV-7300
							1.2	⁶ Conduct Force Projection (Corps)	71-CORP-7300
							1.3	⁶ Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
		4 Analysis Davisius Astina assurante An An					1.4	⁶ Conduct Shaping Operations (Corps)	71-CORP-1270
		1. Analyze Decisive Action components. An-Ap.	F	lt-C	0		1.5	⁶ Conduct Area Security (Div)	71-DIV-6500
							1.6	⁶ Conduct MC for Theater (TA)	71-TA-5100
							1.7	^e Conduct RSOI (TA)	71-TA-1130
							1.8	^θ Coordinate Support for Theater (TA)	71-TA-5450
							1.9	⁶ Establish Intel Interoperability (TA)	71-TA-2500
			С	An	Ар	2		Describe Offensive Operations	150-LDR-5030
			F	Plt-C	0		2.1	^θ Conduct Attack (Div)	71-DIV-7120
		2. Analyze and Demonstrate SL 1-3 common and MOS tasks					2.2	^θ Conduct Attack (Corps)	71-CORP-7120
	Combined	relevant to offensive operations without supervision. An- Ap.					2.3	⁶ Conduct Forcile Entry (Div)	71-DIV-1340
3-0	Arms						2.4	⁶ Conduct Forcile Entry (Corps)	71-CORP-1340
ADP/ADRP 3-0	during		F	lt-C	0		2.5	^θ Conduct Movement to Contact (Div)	71-DIV-7110
P/A		3. Analyze and Demonstrate SL 1-3 common and MOS tasks		_	Ap	3		Describe Defensive Operations	150-LDR-5031
AD	•	relevant to defensive operations without supervision. An- Ap.	F	lt-C	0		3.1	^θ Conduct Defense (Div)	71-DIV-7222
	Land Opns	· · · · · · · · · · · · · · · · · · ·					3.2	^θ Conduct Defense (Corps)	71-CORP-7222
		4. Analyze and Demonstrate SL 1-3 common and MOS tasks	С	An	Ap	4		Describe Stability Operations	150-LDR-5032
		relevant to stability operations without supervision. An- Ap.					4.1	^θ Conduct Theater Security Cooperation (TA)	71-TA-5711
		5. Analyze and Demonstrate SL 1-3 common and MOS tasks	_	An	Ap	5		Describe Defense Comment to Civil Auth	150-LDR-5033
		relevant to defense support to civil authorities. An- Ap.	C	An	Ар	5		Describe Defense Support to Civil Auth	150-LDK-5033
		6. Analyze and Demonstrate SL 1-3 common and MOS tasks relevant							
		to the integration of Offensive Cyberspace Operations An- Ap.	К	С	Ар	6		Integrate Offensive Cyberspace Ops	150-MC-8013
								, , ,	
		7. Analyze and Demonstrate SL 1-3 common and MOS tasks relevant			T				
		to the conduct of Defensive Cyberspace Operations An- Ap.	к	С	Ар	7		Integrate Defensive Cyberspace Ops	150-MC-8019
Г		, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,			'				
		8. Explain common tasks relevant to the conduct of DODIN							
		Operations to include Cybersecurity C-Ap.	K	С	Ap	8		Conduct DODIN Operations	150-MC-8017
L		operations to include cybersecurity C-Ap.							

Army Profession and Leadership ALA for Sergeants First Class

	GLOs	Educational Terminal Learning Objectives (TLO)	S	ı	0		Associated Training Tasks	Reference
1		1. Examine key concepts of the Army Profession . An-An.	С	An	An	1	Identify characteritics of the Army as a Profession	150-MC-8006
P/ADRP	Army Profession	2. Examine the Army Ethic. An-An.	С	An	An	2	Apply the Army Ethic	150-MC-8008
AE		3. Integrate Character Development into unit activities An-An.	С	An	An	3	Analyze Army Character Development	150-MC-8009
2		Analyze command and leadership. Apply leadership Plt-Co An- Ap.	С	An	Ар	4	Compare Leadership with Command	150-MC-8007
4DP 6-2	,	5. Correlate the leadership attributes and competencies with the six MC philosophy principles. Apply at Plt-Co An-Ap.	С	An	Ар	5	Analyze the Army Leader Requirements Model	150-MC-8014
		6. Correlate Counselling, coaching, and mentoring. Apply at Plt-Co An-Ap.	С	An	Ар	6	Compare Counseling, Coaching, and Mentoring	150-MC-8015

Human Dimension ALA for Sergeants First Class

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	0		Associated Training Tasks	Reference		
	Analyze critical -creative thinking components and problem	С	An	Ар	1	Apply Critical Thinking	150-MC-8012		
	solving (ACT, Risk Management, GTM). Apply at Co Bn and during TLP and Bn MDMP. An-Ap.	С	An	Ар	2	Conduct Problem Solving	150-MC-8010		
	2. Analyze active listening, negotiation, verbal and written				3	Apply Strategic Thinking	150-MC-8016		
	communication skills. Apply at Plt-Co An-Ap.	С	An	Ар	4	Apply Group Think Mitigation	150-MC-8011		
Human	Analyze cutural self-awarness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply PIt—Co S-Ap.	С	An	Ар	5	Communicate Effectively	150-MC-8002		
Dimension		С	An	Ар	6	Conduct Negotiations	150-MC-8003		
	4. Correlate the five dimension of comprehensive fitness, and	С	S	Ар	7	Identify Operational Culture	150-MC-8001		
	resilency skills. Apply PltCo An-Ap.	С	An	Ар	8	Demonstrate Comprehensive Fitness	150-MC-8004		
	5. Analyze Lifelong learning, self-assessment, and goal setting attributes. Apply; Self An-Ap.	С	An	Ар	9	Conduct Self Development	150-MC-8005		
K-Knowledge,	K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation [®] Div / Corps / Theater Army; METL Tasks								

MCTEP D-7

Gray shaded areas do not apply to this cohort area

Associated training tasks: https://rdl.train.army.mil/catalog/dashboard

Mission Command ALA for Master Sergeants

GLOs	Educational Terminal Learning Objectives (TLO)	S			Associated Training Tasks	Referenc
		An		1	Build teams thru mutual trust	150-LDR-5001
	1 Combb coins the city principles of the MC Dhilesenbur Apply at Co/Da	An A	An S	2	Create Shared Understanding	150-LDR-5007
MC	1. Synthesize the six principles of the MC Philosophy; Apply at Co/Bn.	An	S Ap	3	Provide the Commander's Intent	150-LDR-5004
hilosophy	S-Ap.	An	S Ap	4	Exercise Disciplined Initiative	150-LDR-5006
		An A	An S	5	Use Mission Order Technique	150-LDR-5003
		An	S Ap	6	Accept Prudent Risk	150-LDR-5002
		С	s s	1	Lead the Operations Process	150-LDR-5100
		С	s s	2	Inform & Influence Relevant Audiences	150-LDR-5005
	2. Synthesize TLP and how to develop teams at Co; Apply Plt TLPs. S-	С	S Ap	3	Develop Teams within Unit and UAP	150-LDR-500
AC Cdr/Ldr	Ap	К	C Ap	4		150-LDR-5022
Tasks		С	C Ar	1 5		150-LDR-5013
		Ар	S Ap	6		150-LDR-501
		An	_	_		150-LDR-501
		C A	_	_		71-BDE-5100
		C A	_	-	1.1 Participate in Army Design Methodology	150-MC-8018
		C A			1.2 Participate in MDMP	150-MC-511
			n Ap		1.3 Develop a Running Estimate	150-MC-511.
		_	in Ap	-	1.4 Provide Input for IPB	150-MC-221
			in Ap	-	1.5 Organize staff as CoS, XO, DCO	150-MC-2210
		_	in Ap	-	1.6 Perform Information Collection	150-MC-2300
		C A	_	-	1.7 Participate in Receipt of a Mission	150-MC-2300
		_	in Ap	-	1.8 Participate in Mission Analysis	150-MC-5110
		C A	in Ar	2	1.9 Recommend the CCIR	
		C A			1.9 Recommend the CCIR 1.10 Participate in COA Development	150-MC-5113
		C A	_	_		150-MC-5114
	3. Synthesize the four staff tasks (Ops process, KM/IM, IRC, CEMA)	C A			1.11 Participate in COA Analysis	150-MC-5115
	and six additional tasks (MILDEP, Airspace control, Info Prot, Civil	C A	_	-	1.12 Participate in COA Comparison	150-MC-5116
	Affairs, Network); Apply at Bn. S-Ap.	C A			1.13 Conduct a COA Decision Brief	150-MC-5009
МС			_	-	1.14 Prepare a Warning Order	150-MC-5117
Staff Tasks	4. Analyze operations process components (plan, prepare, execute,		An Ap		1.15 Participate in COA Approval	150-MC-5121
otali lasks	assess); Apply at Bn higher. An-Ap.	C			1.16 Prepare an Operations Order	150-MC-5119
		С	-	-	1.17 Conduct Risk Management	150-MC-5145
	5. Analyze a Bn OPORD and produce a Co OPORD/ FRAGO. An-Ap.	C A	_	- 5	1.18 Perform a Rehearsal 1.19 Prepare a Fragmentary Order	150-MC-5122
		C A	_	1	1123 Trepare a traginentary order	150-MC-5125
		C A			1.20 Assist Cdr in Executing Tactical Opns 1.21 Assist Command Post Operations	150-MC-5132 150-MC-5200
		_	in Ap	1		150-MC-5200
			_	- 1		
		AP A	ııı Al	FYE	1.24 Conduct Military Deception Opns	150-MC-6112 150-MC-5122
		SA	III AL	4	1.24 Control Tactical Airspace	150-MC-5715
		SA	_	-	1.26 Develop Civil Affairs Annex	150-MC-5400
					1.20 Develop Civil Arians Arinex 1.27 Assess the Current Situation	
		ر ا	n Ap	Jeses .	1.27 Assess the Current Situation 1.28 Refine the Plan	150-MC-5130 150-MC-5124
		-	S AF	-		150-MC-5320
		С	_	_		150-MC-7654
		С	_	_	, ,	150-MC-5900
	Organize Co MC system components; Employ Bn MC info systems.	С	_	-		150-MC-5900
		С	_	-	,	150-LDR-525.
	S-Ap. 7. Analyze how COP utilization during all phases of the operations	С	_			150-MC-5315
MC System		С	_	-		
	process. C-Ap.	-	S Ap	-		150-MC-5251
	8. Organize Co MC system components; Employ Bn MC info systems. S-Ap.	C A	_	_		150-MC-5010 150-MC-5003
			MIAD) h		. i ⊃U-IV((-5()()·

MCTEP D-8

Professional Competence ALA for Master Sergeants

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	0			Associated Training Tasks	Reference
		С	S	S	1		Describe Decisive Action	150-LDR-5034
		С	o-B	n		1.1	⁶ Conduct Force Projection (Div)	71-DIV-7300
						1.2	⁶ Conduct Force Projection (Corps)	71-CORP-7300
						1.3	⁶ Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
	Synthesize Decisive Action components S-S.					1.4	^θ Conduct Shaping Operations (Corps)	71-CORP-1270
		С	S	S		1.5	^θ Conduct Area Security (Div)	71-DIV-6500
		С	o-B	n		1.6	^θ Conduct MC for Theater (TA)	71-TA-5100
		С	S	S		1.7	^e Conduct RSOI (TA)	71-TA-1130
						1.8	^θ Coordinate Support for Theater (TA)	71-TA-5450
			S			1.9	⁶ Establish Intel Interoperability (TA)	71-TA-2500
		С	An	Ap	2		Describe Offensive Operations	150-LDR-5030
		С	An	Ap		2.1	⁶ Conduct Attack (Div)	71-DIV-7120
	2. Synthesize and Develop Offensive Operations S-S.		An			2.2	^θ Conduct Attack (Corps)	71-CORP-7120
Combined			An			2.3	^θ Conduct Forcile Entry (Div)	71-DIV-1340
Arms		С	An	Ap		2.4	^θ Conduct Forcile Entry (Corps)	71-CORP-1340
Arms during Unified		_	o-B	_		2.5	^e Conduct Movement to Contact (Div)	71-DIV-7110
Unified	3. Synthesize and Develop Defensive Operations S-S.	С	S	S	3		Describe Defensive Operations	150-LDR-5031
Land Opns		С	o-B	n		3.1	^θ Conduct Defense (Div)	71-DIV-7222
Land Opins						3.2	^θ Conduct Defense (Corps)	71-CORP-7222
	4. Synthesize and Develop Stability Operations S-S.	С	S	S	4		Describe Stability Operations	150-LDR-5032
						4.1	^θ Conduct Theater Security Cooperation (TA)	71-TA-5711
	5. Synthesize and Develop Defense Support to Civil Authorities S-S.	С	S	s	5		Describe Defense Support to Civil Auth	150-LDR-5033
	6. Analyze common tasks relevant to the integration of Offensive Cyberspace Operations An- Ap.	С	An	Ар	6		Integrate Offensive Cyberspace Ops	150-MC-8013
	7. Analyze common tasks relevant to the conduct of Defensive Cyberspace Operations An- Ap.	С	An	Ар	7		Integrate Defensive Cyberspace Ops	150-MC-8019
	8. Analyze common tasks relevant to the conduct of DODIN Operations to include Cybersecurity An- Ap.	С	An	Ар	8		Conduct DODIN Operations	150-MC-8017

Professional Competence ALA for Master Sergeants

	GLOs	Educational Terminal Learning Objectives (TLO)	S	ı	0		Associated Training Tasks	Reference
10		Align organizational programs, policies, and processes with the Army Profession. S-S.	С	S	s	1	Identify characteritics of the Army as a Profession	150-MC-8006
JA O A	Army Profession	2. Employ the Army Ethic at the Organizational Level. S-S.	С	S	s	2	Apply the Army Ethic	150-MC-8008
IA		3. Integrate Character Development into Organizational Programs. S-S.	C	S	s	3	Analyze Army Character Development	150-MC-8009
		4. Synthesize the three levels of leadership. Apply leadership Co-Bn S-Ap	С	S	Ар	4	Compare Leadership with Command	150-MC-8007
ANP 6-2	,	5. Synthesize leadership attributes and competencies to enable the practice of the MC philosophy. Apply leadership at Co-Bn S-Ap.	С	S	Ар	5	Analyze the Army Leader Requirements Model	150-MC-8014
		 Synthesize Counselling, coaching, and mentoring. Apply at Co-Bn S-Ap. 	С	S	Ар	6	Compare Counseling, Coaching, and Mentoring	150-MC-8015

Human Dimension ALA for Master Sergeants

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	0		Associated Training Tasks	Reference			
	1. Synthesize critical - creative thinking components (design), and	С	S	Ap	1	Apply Critical Thinking	150-MC-8012			
	problem solving (ACT, Risk Management, GTM, ADM, Strategic Thinking). Apply critical thinking at Bn and during MDMP. S-Ap.	С	S	Ap	2	Conduct Problem Solving	150-MC-8010			
	2. Synthesize active listening, negotiation, verbal and written	С	S	Ap	3	Apply Strategic Thinking	150-MC-8016			
	communication skills. Apply at Co-Bn S-Ap.	С	S	Ap	4	Apply Group Think Mitigation	150-MC-8011			
Human	3. Synthesize cutural self-awarness and cross cultural competence,	С	S	Αŗ	5	Communicate Effectively	150-MC-8002			
Dimension	related knowledge, attributes, and interpersonal skills (including JIIM). Apply Co-Bn S-Ap.	С	S	Ap	6	Conduct Negotiations	150-MC-8003			
	4. Synthesize the five dimensions of comprehensive fitness, and	С	S	Ap	7	Identify Operational Culture	150-MC-8001			
	resilency skills. Apply Co-Bn S-Ap.	С	S	Ap	8	Demonstrate Comprehensive Fitness	150-MC-8004			
	5. Synthesize Lifelong learning, self-assessment, and goal setting attributes. Apply - self S-Ap.	С	S	Ap	9	Conduct Self Development	150-MC-8005			
K-Knowledge,	C-Comprehension, Ap-Application, AN-Analysis, S-Synthesis, E-Evaluatio	n				^θ Div / Corps / Theater	Army; METL Tasks			
Associated tra	Associated training tasks: https://rdl.train.army.mil/catalog/dashboard Gray shaded areas do not apply to this cohort area									

Mission Command ALA for Sergeants Major and Command Sergeants Major

GLOs	Educational Terminal Learning Objectives (TLO)	SIO	Associated Training Tasks	Reference
		An E Ap 1	Build teams thru mutual trust	150-LDR-5001
	1. Assess the six principles of the MC Philosophy: Apply at Bn-	An E Ap 2	Create Shared Understanding	150-LDR-5007
MC	higher. E-E.	An E Ap 3	Provide the Commander's Intent	150-LDR-5004
hilosophy	ingrier. E-E.	An E Ap 4	Exercise Disciplined Initiative	150-LDR-5006
l		An E Ap 5	Use Mission Order Technique	150-LDR-5003
		S E Ap 6	Accept Prudent Risk	150-LDR-5002
		C S S 1	Lead the Operations Process	150-LDR-5100
		C S S 2	Inform & Influence Relevant Audiences	150-LDR-5005
		C S Ap 3	Develop Teams within Unit and UAP	150-LDR-5001
/IC Cdr/Ldr	2. Synthesize Co TLP and how to develop Teams at Bn-higher; S-S.	C An Ap 4	Conduct Pre-Combat Inspections	150-LDR-5022
Tasks		C An Ap 5	Organize the Staff for Operations	150-LDR-5013
		An S S 6	Direct Rapid Decision & Sync Process	150-LDR-5014
		An S S 7		150-LDR-5012
		C S E 1	COMMON THE INC COMES PROCESS	71-BDE-5100*
		C S E	1.1 Participate in Army Design Methodology	150-MC-8018
		C S E	1.2 Participate in MDMP	150-MC-5111
		C S E	1.3 Develop a Running Estimate	150-MC-5144
		C S E	1.4 Provide Input for IPB	150-MC-2210
		C S E	1.5 Organize staff as CoS, XO, DCO	150-MC-0000
		C S E	1.6 Perform Information Collection	150-MC-2300
		C S E	1.7 Participate in Receipt of a Mission	150-MC-5110
		C S E	1.8 Participate in Mission Analysis	150-MC-5112
		C S E	1.9 Recommend the CCIR	150-MC-5113
		C S E	1.10 Participate in COA Development	150-MC-5114
		C S E	1.11 Participate in COA Analysis	150-MC-5115
	3. Synthesize the four staff tasks (Ops process, KM/IM, IRC, CEMA)	C S E	1.12 Participate in COA Comparison	150-MC-5116
	and six additional tasks (MILDEP, Airspace control, Info Prot, Civil	C S E	1.13 Conduct a COA Decision Brief	150-MC-5009
	Affairs, Network); Assess Bn-higher E-E.	C S E	1.14 Prepare a Warning Order	150-MC-5117
MC		C S E	1.15 Participate in COA Approval	150-MC-5121
taff Tasks	4. Synthesize Bn-higher operations process components (plan,	C An Ap	1.16 Prepare an Operations Order	150-MC-5119
	prepare, execute, assess); Assess at Bn-higher. S-E.	C An E	1.17 Conduct Risk Management	150-MC-5145
			· · ·	150-MC-5122
	5. Analyze a Bde OPORD and produce a Bn OPORD/ FRAGO. An-Ap.	C An Ap	1.18 Perform a Rehearsal T.19 Prepare a Fragmentary Order	150-MC-5125
		C S E	1.20 Assist Cdr in Executing Tactical Opns	150-MC-5131
		C S E	1.21 Assist Command Post Operations	150-MC-5200
		C S E	1.22 Displace the Command Posts	150-MC-5201
		C S E	1.23 Employ Operations Security	150-MC-6111
		C S Ap	1.24 Conduct Military Deception Opns	150-MC-5127
		C S Ap	1.25 Control Tactical Airspace	150-MC-5715
		C S Ap	1.26 Develop Civil Affairs Annex	150-MC-5400
		C An Ap	1.27 Assess the Current Situation	150-MC-5130
		C S E		150-MC-5124
		C E E 2	· ' '	150-MC-5320
		C E E 3	Employ KM Processes	150-MC-7654
		C E E 4	Coordinate CEMA	150-MC-5900
	6. Assess Bn MC system components; Employ higher MC info	C E Ap 1		150-LDR-5252
	systems. E-Ap.	C E Ap 2	Establish Common Op Picture (COP)	150-MC-5315
IC Custons	7. Synthesize the five COP components; Assess the COP at Bn-	C S Ap 3		150-MC-5250
1C System	higher. S-E.	C E Ap 4		150-MC-5251
	8. Assess Bn MC system components; Employ higher MC info	C S Ap 5		150-MC-5010
	systems. E-Ap.	C S Ap 6		150-MC-5003

Professional Competence ALA for Sergeants Major and Command Sergeants Major

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	0			Associated Training Tasks	Reference
		С	S	S	1		Describe Decisive Action	150-LDR-5034
		С	S	S		1.1	⁶ Conduct Force Projection (Div)	71-DIV-7300
		С	S	S		1.2	⁶ Conduct Force Projection (Corps)	71-CORP-7300
		С		S		1.3	⁶ Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
	1. Synthesize Decisive Action BN-Higher S-S.	С		S		1.4	⁶ Conduct Shaping Operations (Corps)	71-CORP-1270
		С	S	S		1.5	⁶ Conduct Area Security (Div)	71-DIV-6500
		С	S	S		1.6	⁶ Conduct MC for Theater (TA)	71-TA-5100
		С		S		1.7	⁶ Conduct RSOI (TA)	71-TA-1130
		С		S		1.8	⁶ Coordinate Support for Theater (TA)	71-TA-5450
			S			1.9	⁶ Establish Intel Interoperability (TA)	71-TA-2500
		С	S	S	2		Describe Offensive Operations	150-LDR-5030
		С	S	S		2.1	⁶ Conduct Attack (Div)	71-DIV-7120
	2. Synthesize and Develop Offensive Operations S-S.	С	S	S		2.2	⁶ Conduct Attack (Corps)	71-CORP-7120
Combined		С	S	S		2.3	⁶ Conduct Forcile Entry (Div)	71-DIV-1340
Arms		С	S	S		2.4	⁶ Conduct Forcile Entry (Corps)	71-CORP-1340
Arms		С	S	S		2.5	⁶ Conduct Movement to Contact (Div)	71-DIV-7110
Arms during Unified	3. Synthesize and Develop Defensive Operations S-S.	С	S	S	3		Describe Defensive Operations	150-LDR-5031
	1 .	С	S	S		3.1	⁶ Conduct Defense (Div)	71-DIV-7222
Land Opns		С	S	S		3.2	⁶ Conduct Defense (Corps)	71-CORP-7222
	 Synthesize and Develop Stability Operations S-S. 		S	S	4		Describe Stability Operations	150-LDR-5032
		С	S	S		4.1	⁶ Conduct Theater Security Cooperation (TA)	71-TA-5711
	5. Synthesize and Develop Defense Support to Civil Authorities S-S.	С	S	S	5		Describe Defense Support to Civil Auth	150-LDR-5033
	Synthesize and Apply the integration of Offensive Cyberspace Operations S-Ap.	С	S	Ар	6		Integrate Offensive Cyberspace Ops	150-MC-8013
	7. Synthesize and Apply the conduct of Defensive Cyberspace Operations S-Ap.	С	S	Ар	7		Integrate Defensive Cyberspace Ops	150-MC-8019
	Synthesize and Apply the conduct of DODIN Operations to include Cybersecurity S-Ap.	С	S	Ар	8		Conduct DODIN Operations	150-MC-8017

Professional Competence ALA for Sergeants Major and Command Sergeants Major

	GLOs	Educational Terminal Learning Objectives (TLO)	S	ı	0		Associated Training Tasks	Reference
1		1. Integrate Stewardship of the Profession into Army Culture E-E.	С	Ε	Е	1	Identify characteritics of the Army as a Profession	150-MC-8006
P/ADRF	Army Profession	Evaluate key issues affecting the Army Ethlc E-E.	С	Ε	E	2	Apply the Army Ethic	150-MC-8008
IA		3. Evaluate key issues affecting Character Development E-E.	C	Ε	E	3	Analyze Army Character Development	150-MC-8009
2		Assess effectiveness of the three levels of leadership. Evaluate leadership Bde-lower E-E.	Ар	Ε	Е	4	Compare Leadership with Command	150-MC-8007
ADP 6-2	,	5. Assess how the leadership attributes and competencies enable the practice of the MC philosophy. Evaluate Bde-lower E-E.	Ар	Е	Е	5	Analyze the Army Leader Requirements Model	150-MC-8014
		 Assess Counselling, coaching, and mentoring. Assess Bn-higher E- 	Ар	Ε	Ε	6	Compare counseling, coaching, and mentoring	150-MC-8015

Professional Competence ALA for Sergeants Major and Command Sergeants Major

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	0			Associated Training Tasks	Reference
	1. Assess critical - creative thinking components (ACT, Risk	С	Ε	Ε		1	Apply Critical Thinking	150-MC-8012
	Management, GTM, ADM, Strategic Thinking). Evaluate critical thinking at Bn-higher MDMP. E-E.	С	Ε	Е		2	Conduct Problem Solving	150-MC-8010
	2. Assess active listening, negotiation, verbal and written	С	Ε	Ε		3	Apply Strategic Thinking	150-MC-8016
	communication skills. Evaluate at Bn-higher E-E.	С	Ε	Ε		4	Apply Group Think Mitigation	150-MC-8011
Human	3. Assess cutural self-awarness and cross cultural competence,	С	Ε	Ε	ŀ	5	Communicate Effectively	150-MC-8002
Dimension	related knowledge, attributes, and interpersonal skills (including JIIM). Evaluate Bn-higher E-E.	С	Е	Е		6	Conduct Negotiations	150-MC-8003
	4. Assess the five dimensions of comprehensive fitness, and	С	Ε	Ε	ŀ	7	Identify Operational Culture	150-MC-8001
	resilency skills. Evaluate Bn-higher E-E.	С	Ε	Е	ŀ	8	Demonstrate Comprehensive Fitness	150-MC-8004
	5. Synthesize Lifelong learning, self-assessment, and goal setting attributes. Apply - self, Assess Bn-higher. S-E.	С	s	E	-	9	Conduct Self Development	150-MC-8005

K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation Associated training tasks: https://rdl.train.army.mil/catalog/dashboard

⁶ Div / Corps / Theater Army; METL Tasks Gray shaded areas do not apply to this cohort area

Recap of Terminal Learning Objectives for Noncommissioned Officers

ALA	GLOs	CPL-SGT	SSG	SFC	MSG-1SG	SGM-CSM
	MC Philosophy	 Identify the six principles of the MC Philosophy; Apply at Tm/Sqd. K-Ap. 		1. Analyze the six principles of the MC Philosophy; apply at Plt/Co. An-Ap.	1. Synthesize the six principles of the MC Philosophy; apply at Co/Bn. S-Ap.	1. Assess the six principles of the MC Philosophy at Bn-higher. E-Ap.
	MC Warfighting Function CDR/LDR Tasks	2. Identify TLP; Apply at Tm. C- Ap.	develop teams; Apply At	 Synthesize TLP and how to develop teams; Apply At Plt/Co. S-Ap. 	2. Synthesize TLP and how to develop teams at Co; Apply Plt TLPs. S-Ap.	2. Synthesize Co TLP and how to develop Teams at Bn-higher; S-S.
Mission Command	MC Warfighting Function Staff Tasks		(Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network); Apply at Bn C-Ap. 4. Define the operations process components (plan, prepare, execute, assess). C-Ap.	3. Analze the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Givil Affairs, Network); Apply at Bn . An-Ap. 4. Identify the operations process components (MDMP, Design Methodology, Risk	3. Synthesize the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Givil Affairs, Network); Apply at Bn. 5-Ap. 4. Analyze operations process components (plan, prepare, execute, assess); apply at Bn	3. Synthesize the four staff tasks (Ops process, KM/IM, IRC, CEMA) and six additional tasks (MILDEP, Airspace control, Info Prot, Civil Affairs, Network); Assess Bnhigher E-E. 4. Synthesize Bn-higher operations process components (plan, prepare, execute, assess); assess
2		3.Recall the 5-paragraph OPORD; interpret a Sqd OPORD/FRAGO. K-C.	5. translate a PIt OPORD and	Management); apply at Bn. C-Ap. 5. Analyze a Co OPORD and produce a Plt OPORD/ FRAGO. An-Ap.	5. Analyze a Bn OPORD and produce a Co OPORD/ FRAGO. An-Ap.	at Bn-higher. S-E. 5. Analyze a Bde OPORD and produce a Bn OPORD/ FRAGO. An-Ap.
		4. Identify Tm/Sqd MC system components; employ MOS MC Info systems. C-Ap.	6. Correlate Sqd/Plt MC system components; employ MOS MC info systems. An-Ap.		6. Organize Co MC system components; employ Bn MC info systems. S-Ap.	6. Assess Bn MC system components; employ higher MC info systems. E-Ap.
	MC System			7. Describe the eight minimum information requirements for a Common Operational Picture (COP). C-Ap.	7. Analyze how COP utilization during all phases of the operations process. C-Ap.	7. Synthesize the COP; Assess COP at Bn-higher S-E.
	MC Additional Tasks	5. Identify Tm/Sqd MC system components; employ MOS MC Info systems. C-Ap.	7. Correlate Sqd/Plt MC system components; employ MOS MC info systems. An-Ap.	8. Correlate Plt/Co MC system components; employ Bn MC info systems. An-Ap.	8. Organize Co MC system components; employ Bn MC info systems. S-Ap.	8. Assess Bn MC system components; employ higher MC info systems. E-Ap.

ALA	GLOs	CPL-SGT	SSG	SFC	MSG-1SG	SGM-CSM		
		1. Recall Decisive Action components. K-K.	1. Explain Decisive Action components. C-Ap.	1. Analyze Decisive Action components. An-Ap.	1. Synthesize Decisive Action components S-S.	1. Synthesize Decisive Action BN- Higher S-S.		
		2. Describe and Demonstrate SL 1, 2 common and MOS tasks relevant to offensive operations. C-Ap.	1, 2 common and MOS tasks relevant to offensive operations. C-Ap.	2. Analyze and Demonstrate SL 1-3 common and MOS tasks relevant to offensive operations without supervision. An- Ap.	2. Synthesize and Develop Offensive Operations S-S.	2. Synthesize and Develop Offensive Operations S-S.		
suc		3. Describe and Demonstrate SL 1, 2 common and MOS tasks relevant to defensive operations. C-Ap. 3. Explain and Demonstrate SL 1, 2 common and MOS tasks relevant to defensive operations. C-Ap.		3. Analyze and Demonstrate SL 1-3 common and MOS tasks relevant to defensive operations without supervision. An- Ap.	3. Synthesize and Develop Defensive Operations S-S.	3. Synthesize and Develop Defensive Operations 5-5.		
Land Operations	Combined Arms in	4. Describe and Demonstrate SL 1, 2 common and MOS tasks relevant to stability operations. C-Ap.	1, 2 common and MOS tasks	4. Analyze and Demonstrate SL 1-3 common and MOS tasks relevant to stability operations without supervision. An- Ap.	4. Synthesize and Develop Stability Operations S-S.	4. Synthesize and Develop Stability Operations S-S.		
<mark>Unified Land</mark>	Land	Land SL 1, 2 common and MOS tasks 1, perations relevant to defense support to	5. Explain and Demonstrate SL 1, 2 common and MOS tasks relevant to defense support to civil authorities. C-Ap.		5. Synthesize and Develop Defense Support to Civil Authorities S-S.	5. Synthesize and Develop Defense Support to Civil Authorities S-S.		
Unil				relevant to the integration of Offensive Cyberspace	6. Analyze common tasks relevant to the integration of Offensive Cyberspace Operations An- Ap.	6. Synthesize and Apply the integration of Offensive Cyberspace Operations S-Ap.		
				relevant to the conduct of Defensive Cyberspace	7. Analyze common tasks relevant to the conduct of Defensive Cyberspace Operations An- Ap.	7. Synthesize and Apply the conduct of Defensive Cyberspace Operations S-Ap.		
		8. Describe common tasks relevant to the conduct of DODIN Operations to include Cybersecurity K-Ap.	relevant to the conduct of DODIN Operations to include	relevant to the conduct of DODIN Operations to include	8. Analyze common tasks relevant to the conduct of DODIN Operations to include Cybersecurity An- Ap.	8. Synthesize and Apply the conduct of DODIN Operations to include Cybersecurity S-Ap.		

Recap of Terminal Learning Objectives for Noncommissioned Officers (cont)

ALA	GLOs	CPL-SGT	SSG	SFC	MSG-1SG	SGM-CSM
ssion	Army Profession.	1. Identify key concepts of the Army Profession K-K.	Communicate key concepts of the Army Profession C-C.	1. Examine key concepts of the Army Profession . An-An.	Align organizational programs, policies, and processes with the Army Profession. S-S.	Integrate Stewardship of the Profession into Army Culture E- E.
rofes	Ethic, and Character		2. Employ Ethical Reasoning C-Ap.	2. Examine the Army Ethic. An- Ap.	2. Employ the Army Ethic at the Organizational Level S-S.	2. Evaluate key issues affecting the Army Ethlo E-E.
the P	Development		3. Employ Character Development C-Ap.	3. Integrate Character Development into unit activities An-An.	3. Integrate Character Development into Organizational Programs S-S.	3. Evaluate key issues affecting Character Development E-E.
hip and		the purpose of leadership.	4. Describe command and leadership. Apply leadership Sqd-Plt C-Ap	4. Analyze command and leadership. Apply leadership Plt-Co An-Ap.	4. Synthesize the three levels of leadership. Apply leadership Co-Bn S-Ap.	4. Assess effectiveness of the three levels of leadership. Evaluate leadership Bde-lower E-E.
<mark>Army Leaders</mark>		and three competencies of Leadership Requirements	5. Describe the three attributes and three competencies of Leadership Requirements Model. Apply at Sqd-Plt C-Ap.	 Correlate the leadership attributes and competencies with the six MC philosophy principles. Apply at Plt-Co An-Ap. 	5. Synthesize leadership attributes and competencies to enable the practice of the MC philosophy. Apply leadership at Co-Bn S-Ap.	5. Assess how the leadership attributes and competencies enable the practice of the MC philosophy. Evaluate Bde-lower E- E.
Ar		coaching, and mentoring. Apply		6. Correlate Counselling, coaching, and mentoring. Apply at PIt-Co An-Ap.	6. Synthesize Counselling, coaching, and mentoring. Apply at Co-Bn S-Ap.	6. Assess Counselling, coaching, and mentoring. Assess Bn-higher E.

<mark>ALA</mark>	GLOs	CPL-SGT	SSG	SFC	MSG-1SG	SGM-CSM
		 Define aspects of critical- creative thinking and problem solving (ACT). Apply at Sqd-Plt level and during TLP C-Ap. 	Identify critical-creative thinking components and problem solving (ACT, Risk Management). Apply at PIt-Co level and during TLP C-Ap.	Analyze critical -creative thinking components and problem solving (ACT, Risk Management, GTM). Apply at Co Bn and during TLP and Bn MDMP. An-Ap.	1. Synthesize critical - creative thinking components (design), and problem solving (ACT, Risk Management, GTM, ADM, Strategic Thinking). Apply critical thinking at Bn and during MDMP. S-Ap.	1. Assess critical - creative thinking components (ACT, Risk Management, GTM, ADM, Strategic Thinking). Evaluate critical thinking at Bn-higher MDMP. E-E.
imension		,	2. Demonstrate active listening, negotiaton, verbal and written communication skills. Apply at Sqd-Plt C-Ap.	2. Analyze active listening, negotiation, verbal and written communication skills. Apply at Plt-Co An-Ap.	2. Synthesize active listening, negotiation, verbal and written communication skills. Apply at Co-Bn S-Ap.	2. Assess active listening, negotiation, verbal and written communication skills. Evaluate at Bn-higher E-E.
Human Dime	Dimension	3. Describe cutural self- awarness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply TM-Sqd C-Ap.	3. Explain cutural self- awarness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Sqd-Plt C-Ap.	3. Analyze cutural self- awarness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply PltCo S-Ap.	3. Sythesize cutural self- awarness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Apply Co-Bn S-Ap.	3. Assess cutural self-awarness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). Evaluate Bn-higher E-E.
		of comprehensive fitness, and		4. Correlate the five dimension of comprehensive fitness, and resilency skills. Apply PltCo An-Ap.	4. Synthesize the five dimensions of comprehensive fitness, and resilency skills. Apply Co-Bn S-Ap.	4. Assess the five dimensions of comprehensive fitness, and resilency skills. Evaluate Bnhigher E.
		5. Describe Lifelong learning, self-assessment, and goal setting attributes. Apply-self C- Ap.	5. Decsribe Lifelong learning, self-assessment, and goal setting attributes. Apply - self C-Ap.	5. Analyze Lifelong learning, self-assessment, and goal setting attributes. Apply - self An-Ap.	5. Synthesize Lifelong learning, self-assessment, and goal setting attributes. Apply-self S Ap.	5. Synthesize Lifelong learning, self-assessment, and goal setting attributes. Apply - self, Assess Bn- higher. S-E.

Page left blank intentionally

Appendix E

Integrating Training and Education for Army Civilians Contents

CES Foundation Course	
Mission Command ALA for Civilian Foundation Course	E-2
Professional Competence ALA for Civilian Foundation Course	E-3
Army Profession and Leadership ALA for Civilian Foundation Course	
Human Dimension ALA for Civilian Foundation Course	E-3
CES Basic Course (GS01-09)	
Mission Command ALA for Civilian Basic Course (GS 01-09)	E-4
Professional Competence ALA for Civilian Basic Course (GS 01-09)	E-5
Army Profession ALA for Civilian Basic Course (GS 01-09)	E-5
Human Dimension ALA for Civilian Basic Course (GS 01-09)	E-5
CES Intermediate Course (GS10-12)	
Mission Command ALA for Civilian Intermediate Course (GS 10-12)	E-6
Professional Competence ALA for Civilian Intermediate Course (GS 10-12)	E-7
Army Profession and Leadership ALA for Civilian Intermediate Course (GS 10-12)	E-7
Human Dimension ALA for Civilian Intermediate Course (GS 10-12)	E-7
CES Advanced Course (GS13-15)	
Mission Command ALA for Civilian Advanced Course (GS 13-15)	E-8
Professional Competence ALA for Civilian Advanced Course (GS 13-15)	
Army Profession and Leadership ALA for Civilian Advanced Course (GS 13-15)	E-9
Human Dimension ALA for Civilian Advanced Course (GS 13-15)	E-9
Recap of Terminal Learning Objectives for Army Civilians	E-1(

Mission Command ALA for Civilian Foundation Course

GLOs	Educational Terminal Learning Objectives (TLO)						Associated Training Tasks	Referenc
		K	K	K	1		Build teams thru mutual trust	150-LDR-5001
		K	K	K	2		Create Shared Understanding	150-LDR-5007
MC	Identify the six principles of the MC Philosophy. K-K		K	K	3		Provide the Commander's Intent	150-LDR-5004
Philosophy	1. Identify the six principles of the Mc Philosophy.	K	K	K	4		Exercise Disciplined Initiative	150-LDR-5006
		K	K	K	5		Use Mission Order Technique	150-LDR-5003
		K	К	K	6		Accept Prudent Risk	150-LDR-5002
					1		Lead the Operations Process	150-LDR-5100
					2		Inform & Influence Relevant Audiences	150-LDR-5005
MC Cdr/Ldr					3		Develop Teams within Unit and UAP	150-LDR-5001
Tasks					4		Conduct Pre-Combat Inspections	150-LDR-5022
Idaka					5		Organize the Staff for Operations	150-LDR-5013
					6		Direct Rapid Decision & Sync Process	150-LDR-5014
					7	*	Conduct Troop Leading Procedures*	150-LDR-5012
					1	*	Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-5100°
				Ī	1	1.1	Participate in Army Design Methodology	150-MC-8018
				1		1.2	Participate in MDMP	150-MC-5111
		ĺ	Ħ	1		1.3	Develop a Running Estimate	150-MC-5144
				1		1.4	Provide Input for IPB	150-MC-2210
				۱	-	1.5	Organize staff as CoS, XO, DCO	150-MC-0000
				1	1	1.6	Perform Information Collection	150-MC-2300
				1	1	1.7	Participate in Receipt of a Mission	150-MC-5110
				1	_ [1.8	Participate in Mission Analysis	150-MC-5112
				1	Plan	1.9	Recommend the CCIR	150-MC-5113
				1		1.10	Participate in COA Development	150-MC-5114
					1	1.11	Participate in COA Analysis	150-MC-5115
					1	1.12	Participate in COA Comparison	150-MC-5116
				1	1	1.13	Conduct a COA Decision Brief	150-MC-5009
				1	1	1.14	Prepare a Warning Order	150-MC-5117
MC Staff T					1	1.15	Participate in COA Approval	150-MC-5121
asks					1	1.16	Prepare an Operations Order	150-MC-5119
					1	1.17	Conduct Risk Management	150-MC-5145
					Prep	1.18	Perform a Rehearsal	150-MC-5122
					P.	1.19	Prepare a Fragmentary Order	150-MC-5125
					1	1.20	Assist Cdr in Executing Tactical Opns	150-MC-5131
					1	1.21	Assist Command Post Operations	150-MC-5200
					te:	1.22	Displace the Command Posts	150-MC-5201
					Execute	1.23	Employ Operations Security	150-MC-6111
					ω :	1.24	Conduct Military Deception Opns	150-MC-5127
					1	1.25	Control Tactical Airspace	150-MC-5715
						1.26	Develop Civil Affairs Annex	150-MC-5400
					Assess	1.27	Assess the Current Situation	150-MC-5130
					As	1.28	Refine the Plan	150-MC-5124
					2		Employ Info Related Capabilities	150-MC-5320
					3		Employ KM Processes	150-MC-7654
					4		Coordinate CEMA	150-MC-5900
				1	1		Establish the MC System	150-LDR-5252
				2	2		Establish Common Op Picture (COP)	150-MC-5315
MC System				13	3		Employ MC Information System	150-MC-5250
.ne oyatem				4	4		Integrate the MC Information System	150-MC-5251
				9	5		Conduct Information Protection	150-MC-5010
				6	6		Operate the MC Network	150-MC-5003

Professional Competence ALA for Civilian Foundation Course

	GLOs	Educational Terminal Learning Objectives (TLO)	S	1 0			Associated Training Tasks	Reference
					1		Describe Decisive Action	150-LDR-5034
						1.1	⁰ Conduct Force Projection (Div)	71-DIV-7300
						1.2	⁸ Conduct Force Projection (Corps)	71-CORP-7300
						1.3	⁶ Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
						1.4	^e Conduct Shaping Operations (Corps)	71-CORP-1270
						1.5	^θ Conduct Area Security (Div)	71-DIV-6500
						1.6	^θ Conduct MC for Theater (TA)	71-TA-5100
						1.7	^e Conduct RSOI (TA)	71-TA-1130
						1.8	^θ Coordinate Support for Theater (TA)	71-TA-5450
						1.9	^θ Establish Intel Interoperability (TA)	71-TA-2500
o	Combined				2		Describe Offensive Operations	150-LDR-5030
RP 3	Arms during				1	2.1	^θ Conduct Attack (Div)	71-DIV-7120
ADP/ADRP	Unified Land					2.2	^θ Conduct Attack (Corps)	71-CORP-7120
ADF	Opns					2.3	^θ Conduct Forcile Entry (Div)	71-DIV-1340
	•					2.4	⁶ Conduct Forcile Entry (Corps)	71-CORP-1340
						2.5	^θ Conduct Movement to Contact (Div)	71-DIV-7110
					3		Describe Defensive Operations	150-LDR-5031
						3.1	^e Conduct Defense (Div)	71-DIV-7222
						3.2	^e Conduct Defense (Corps)	71-CORP-7222
					4		Describe Stability Operations	150-LDR-5032
						4.1	⁶ Conduct Theater Security Cooperation (TA)	71-TA-5711
					5		Describe Defense Support to Civil Auth	150-LDR-5033
					6		Integrate Offensive Cyberspace Ops	150-MC-8013
					7		Integrate Defensive Cyberspace Ops	150-MC-8019
					8		Conduct DODIN Operations	150-MC-8017

Army Profession and Leadership ALA for Civilian Foundation Course

	GLOs	Educational Terminal Learning Objectives (TLO)	S	I	0		Associated Training Tasks	Reference
1		1. Identify key concepts of the Army Profession K-K.	K	К	K	1	Identify characteritics of the Army as a Profession	150-MC-8006
ADP/ADRP	Army Profession	2. Employ the Army Ethic. K-Ap.	K	К	Ар	2	Apply the Army Ethic	150-MC-8008
AC		3. Identify key concepts of Character Development . K-K.	K	к			Analyze Army Character Development	150-MC-8009
0.1		4. Define an Army leader and the purpose of leadership. K-K.	K	К	K	4	Compare Leadership with Command	150-MC-8007
ADP 6-22	Army Leadership	5. Recall the three attributes and three competencies of Leadership Requirements Model. K-K.	K	к	K	5	Analyze the Army Leader Requirements Model	150-MC-8014
		6. Define Counselling, coaching, and mentoring. K-K.	к	к	K	6	Compare Counseling, Coaching, and Mentoring	150-MC-8015

Human Dimension ALA for Civilian Foundation Course

GLOs	Educational Terminal Learning Objectives (TLO)	s	I	0		Associated Training Tasks	Reference			
	Define aspects of critical-creative thinking and	K	K	K	1	Apply Critical Thinking	150-MC-8012			
	problem solving. K-K.	К	K	K	2	Conduct Problem Solving	150-MC-8010			
					3	Apply Strategic Thinking	150-MC-8016			
					4	Apply Group Think Mitigation	150-MC-8011			
	Describe active listening, negotiation, verbal and written communication skills. K-K.	К	K	K	5	Communicate Effectively	150-MC-8002			
Human		К	K	K	6	Conduct Negotiations	150-MC-8003			
Dimension	Describe cutural self-awarness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM).	к	К	K	7	Identify Operational Culture	150-MC-8001			
	Describe the five dimensions of comprehensive fitness, and resilency skills. K-K.	К	к	K	8	Demonstrate Comprehensive Fitness	150-MC-8004			
	 Describe Lifelong learning, self-assessment, and goal setting attributes. Apply - self K-Ap. 	К	к	Ар	9	Conduct Self Development	150-MC-8005			
K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation 6 Div / Corps / Theater Army; METL Task										

MCTEP E-3

Gray shaded areas do not apply to this cohort area

Associated training tasks: https://rdl.train.army.mil/catalog/dashboard

Mission Command ALA for Civilian Basic Course (GS 01-09)

GLOs	Educational Terminal Learning Objectives (TLO)	S	10			Associated Training Tasks	Reference
		С	СС	1	В	Build teams thru mutual trust	150-LDR-5001
		С	СС	2	С	Create Shared Understanding	150-LDR-5007
MC	1. Explain the six principles of the MC Philosophy. C-C.	С	СС	3	_	Provide the Commander's Intent	150-LDR-5004
Philosophy	1. Explain the six principles of the Mc Filliosophy. C-C.		СС			exercise Disciplined Initiative	150-LDR-500
			СС	_		Jse Mission Order Technique	150-LDR-500
			СС	_		Accept Prudent Risk	150-LDR-500
				1		ead the Operations Process	150-LDR-510
				2		nform & Influence Relevant Audiences	150-LDR-500
				3	_	Develop Teams within Unit and UAP	150-LDR-500
MC Cdr/Ldr				4	_	Conduct Pre-Combat Inspections	150-LDR-502
Tasks		Н		5	_	Organize the Staff for Operations	150-LDR-501
				6		Direct Rapid Decision & Sync Process	150-LDR-501
		Н		7	_	Conduct Troop Leading Procedures*	150-LDR-501
		-	+	1	_		71-BDE-5100
		Н	-	1		Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	
				l	-	Participate in Army Design Methodology	150-MC-801
					-	Participate in MDMP	150-MC-511
					-	Develop a Running Estimate	150-MC-514
				l	-	Provide Input for IPB	150-MC-221
				l	-	Organize staff as CoS, XO, DCO	150-MC-000
				l	-	Perform Information Collection	150-MC-230
				l		Participate in Receipt of a Mission	150-MC-511
				u.	-	Participate in Mission Analysis	150-MC-511
				Pla		Recommend the CCIR	150-MC-511
•				l		Participate in COA Development	150-MC-511
				l		Participate in COA Analysis	150-MC-511
		Н		l		Participate in COA Comparison	150-MC-511
		Н		l	-	Conduct a COA Decision Brief	150-MC-500
MC Cr-ft		Н		l	-	Prepare a Warning Order	150-MC-511
MC Staff Tasks		Н		l	-	Participate in COA Approval	150-MC-512
Tasks			_	l	-	Prepare an Operations Order	150-MC-511
						Conduct Risk Management	150-MC-514
				rep	-	Perform a Rehearsal	150-MC-512
				_	1.15	Prepare a Fragmentary Order	150-MC-512
				l	-	Assist Cdr in Executing Tactical Opns	150-MC-513
		Н		l	-	Assist Command Post Operations	150-MC-520
				ante	-	Displace the Command Posts	150-MC-520
				Execute	-	Employ Operations Security	150-MC-611
				l		Conduct Military Deception Opns	150-MC-512
				l	-	Control Tactical Airspace	150-MC-571
				92		Develop Civil Affairs Annex	150-MC-540
		Н	-	sess	-	Assess the Current Situation	150-MC-513
				2		Refine the Plan	150-MC-512
				3		Employ Info Related Capabilities	150-MC-532
				4	_	Employ KM Processes	150-MC-765
				4	_	Coordinate CEMA	150-MC-590
				1		stablish the MC System	150-LDR-525
				2		stablish Common Op Picture (COP)	150-MC-531
MC System				3		imploy MC Information System	150-MC-525
				4		ntegrate the MC Information System	150-MC-525
				5		Conduct Information Protection	150-MC-501
				b	I C	Operate the MC Network	150-MC-5003

MCTEP E-4

Gray shaded areas do not apply to this cohort area

Associated training tasks: https://rdl.train.army.mil/catalog/dashboard

Professional Competence ALA for Civilian Basic Course (GS 01-09)

	GLOs Educational Terminal Learning Objectives (TLO) S		S	1 0			Associated Training Tasks	Reference
					1		Describe Decisive Action	150-LDR-5034
						1.1	⁶ Conduct Force Projection (Div)	71-DIV-7300
						1.2	⁶ Conduct Force Projection (Corps)	71-CORP-7300
						1.3	[®] Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
						1.4	⁶ Conduct Shaping Operations (Corps)	71-CORP-1270
						1.5	^e Conduct Area Security (Div)	71-DIV-6500
						1.6	^θ Conduct MC for Theater (TA)	71-TA-5100
						1.7	⁶ Conduct RSOI (TA)	71-TA-1130
						1.8	^θ Coordinate Support for Theater (TA)	71-TA-5450
						1.9	⁶ Establish Intel Interoperability (TA)	71-TA-2500
0-	Combined				2		Describe Offensive Operations	150-LDR-5030
RP 3	Arms during					2.1	^θ Conduct Attack (Div)	71-DIV-7120
ADP/ADRP	Unified Land					2.2	^θ Conduct Attack (Corps)	71-CORP-7120
ADF	Opns					2.3	^θ Conduct Forcile Entry (Div)	71-DIV-1340
	•					2.4	^θ Conduct Forcile Entry (Corps)	71-CORP-1340
						2.5	⁶ Conduct Movement to Contact (Div)	71-DIV-7110
					3		Describe Defensive Operations	150-LDR-5031
						3.1	⁸ Conduct Defense (Div)	71-DIV-7222
						3.2	⁶ Conduct Defense (Corps)	71-CORP-7222
					4		Describe Stability Operations	150-LDR-5032
						4.1	⁶ Conduct Theater Security Cooperation (TA)	71-TA-5711
					5		Describe Defense Support to Civil Auth	150-LDR-5033
					6		Integrate Offensive Cyberspace Ops	150-MC-8013
					7		Integrate Defensive Cyberspace Ops	150-MC-8019
					8		Conduct DODIN Operations	150-MC-8017

Army Profession and Leadership ALA for Civilian Basic Course (GS 01-09)

	GLOs	Educational Terminal Learning Objectives (TLO)	S	ı	0		Associated Training Tasks	Reference
10		1. Communicate key concepts of the Army Profession C-C.	C	С	O	1	Identify characteritics of the Army as a Profession	150-MC-8006
Jan v/anv	Army Profession	2. Employ Ethical Reasoning C-Ap.	С	С	Ар	2	Apply the Army Ethic	150-MC-8008
V	•	3. Employ Character Development C-Ap.	С	С	Ар	3	Analyze Army Character Development	150-MC-8009
		4. Describe command and leadership. C-C.	С	С	С	4	Compare Leadership with Command	150-MC-8007
7 - 2 du v	Army Leadership	5. Describe the three attributes and three competencies of Leadership Requirements Model. C-C.	С	С	С	5	Analyze the Army Leader Requirements Model	150-MC-8014
		6. Describe Counselling, coaching, and mentoring. C-C.	С	С	С	6	Compare Counseling, Coaching, and Mentoring	150-MC-8015

Human Dimension ALA for Civilian Basic Course (GS 01-09)

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	0		Associated Training Tasks	Reference
	Identify critical-creative thinking components and problem	С	С	С	1	Apply Critical Thinking	150-MC-8012
	solving (ACT). C-C.	С	С	С	2	Conduct Problem Solving	150-MC-8010
					3	Apply Strategic Thinking	150-MC-8016
					4	Apply Group Think Mitigation	150-MC-8011
	Demonstrate active listening, negotiaton, verbal and written communication skills. C-C.	С	С	С	5	Communicate Effectively	150-MC-8002
Human		С	С	С	6	Conduct Negotiations	150-MC-8003
Dimension	3. Explain cutural self-awarness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). C-C.	С	С	с	7	Identify Operational Culture	150-MC-8001
	 Describe the five dimensions of comprehensive fitness, and resilency skills. C-C. 	С	С	с	8	Demonstrate Comprehensive Fitness	150-MC-8004
	 Describe Lifelong learning, self-assessment, and goal setting attributes. Apply - self C-Ap. 	С	С	Ар	9	Conduct Self Development	150-MC-8005
-Knowledge, C	-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation	on			-	⁶ Div / Corps / Theat	er Army; METL Tasl
ssociated training tasks: https://rdl.train.armv.mil/catalog/dashboard					Gray shaded areas do not appl	v to this cohort a	

Mission Command ALA for Civilian Intermediate Course (GS 10-12)

GLOs	Educational Terminal Learning Objectives (TLO)	SI	0		Associated Training Tasks	Reference
		C An	An 1		Build teams thru mutual trust	150-LDR-5001
		C An	An 2		Create Shared Understanding	150-LDR-5007
MC	1. Analyze the six principles of the MC Philosophy. An-Ap	C An			Š	150-LDR-5004
Philosoph			_			150-LDR-5006
		C An	An 5		·	150-LDR-500
		C An	An 6	;	•	150-LDR-500
						150-LDR-510
			_			150-LDR-500
			_			150-LDR-500
MC Cdr/Ld	r		-			150-LDR-502
Tasks			-			150-LDR-501
			-		·	
			-	, ,		
			1			
			+	_		
			Ш	_		
			Ц	1		150-MC-511
			Ш	1.3		150-MC-514
			Ц	1.4	Provide Input for IPB	150-MC-221
			Ш	1.5	Organize staff as CoS, XO, DCO	150-MC-000
				1.6	Perform Information Collection	150-MC-230
				1.7	Participate in Receipt of a Mission	150-MC-51
				1.8	Participate in Mission Analysis	150-MC-51
				1.9	Recommend the CCIR	150-MC-51
					Participate in COA Development	150-MC-51
				1.11	Participate in COA Analysis	150-MC-51
				1.12	Participate in COA Comparison	150-MC-51
				1.13	Conduct a COA Decision Brief	150-MC-500
				1.14	Prepare a Warning Order	150-MC-511
MC Sta	ff			1.15	· · · · · ·	150-MC-512
Tasks				1.16		150-MC-51
				1.17		150-MC-514
			1	1.18		150-MC-512
			- 2			150-MC-512
				_		150-MC-51
			7	_		150-MC-520
			Η,	1 22	<u> </u>	150-MC-52
			- 1	1 23		
			- 3	1 24		
			Н	_		
			Н	_		
			- 3	1.27		
			-			
			-			
	+		1			
			1			
			2			150-MC-531
MC Systen			3			150-MC-52
.,			4			150-MC-525
			5			150-MC-501
			6		Operate the MC Network	150-MC-500

Professional Competence ALA for Civilian Intermediate Course (GS 10-12)

GLOs	Educational Terminal Learning Objectives (TLO)	SIO			Associated Training Tasks	Reference
			1		Describe Decisive Action	150-LDR-5034
				1.1	⁶ Conduct Force Projection (Div)	71-DIV-7300
				1.2	⁶ Conduct Force Projection (Corps)	71-CORP-7300
				1.3	[®] Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
				1.4	⁶ Conduct Shaping Operations (Corps)	71-CORP-1270
				1.5	^e Conduct Area Security (Div)	71-DIV-6500
				1.6	⁶ Conduct MC for Theater (TA)	71-TA-5100
				1.7	⁰ Conduct RSOI (TA)	71-TA-1130
				1.8	⁶ Coordinate Support for Theater (TA)	71-TA-5450
				1.9	^θ Establish Intel Interoperability (TA)	71-TA-2500
Combined			2		Describe Offensive Operations	150-LDR-5030
m				2.1	^θ Conduct Attack (Div)	71-DIV-7120
Arms during Unified Land				2.2	^θ Conduct Attack (Corps)	71-CORP-7120
Opns				2.3	^e Conduct Forcile Entry (Div)	71-DIV-1340
· ·				2.4	⁶ Conduct Forcile Entry (Corps)	71-CORP-1340
				2.5	⁶ Conduct Movement to Contact (Div)	71-DIV-7110
			3		Describe Defensive Operations	150-LDR-5031
				3.1	⁶ Conduct Defense (Div)	71-DIV-7222
				3.2	⁶ Conduct Defense (Corps)	71-CORP-7222
			4		Describe Stability Operations	150-LDR-5032
				4.1	⁶ Conduct Theater Security Cooperation (TA)	71-TA-5711
			5		Describe Defense Support to Civil Auth	150-LDR-5033
			6		Integrate Offensive Cyberspace Ops	150-MC-8013
			7		Integrate Defensive Cyberspace Ops	150-MC-8019
			8		Conduct DODIN Operations	150-MC-8017

Army Profession and Leadership ALA for Civilian Intermediate Course (GS 10-12)

	GLOs	Educational Terminal Learning Objectives (TLO)	S	I	0		Associated Training Tasks	Reference
1		1. Examine key concepts of the Army Profession. An-An.	С	An	An	1	Identify characteritics of the Army as a Profession	150-MC-8006
adu v/ ad	Army Profession	2. Examine the Army Ethic. An-An.	С	An	An	2	Apply the Army Ethic	150-MC-8008
		3. Integrate Character Development into unit activities An-An.	С	An	An	3	Analyze Army Character Development	150-MC-8009
		4. Analyze command and leadership. An-An.	С	An	An	4	Compare Leadership with Command	150-MC-8007
, c 9 du v	-	5. Correlate the leadership attributes and competencies with the six MC philosophy principles. An-An.	С	An	An	5	Analyze the Army Leader Requirements Model	150-MC-8014
		6. Correlate Counselling, coaching, and mentoring. An-An.	С	An	An	6	Compare Counseling, Coaching, and Mentoring	150-MC-8015

Human Dimension ALA for Civilian Intermediate Course (GS 10-12)

GLOs	Educational Terminal Learning Objectives (TLO)	S	I	0		Associated Training Tasks	Reference
	Correlate critical -creative thinking components and problem	С	An	An	1	Apply Critical Thinking	150-MC-8012
	solving (ACT, GTM, Risk Management). Apply in MDMP. An-An	С	An	An	2	Conduct Problem Solving	150-MC-8010
					3	Apply Strategic Thinking	150-MC-8016
		С	An	Ар	4	Apply Group Think Mitigation	150-MC-8011
	Analyze active listening, negotiation, verbal and written communication skills. An-An.	С	An	An	5	Communicate Effectively	150-MC-8002
Human		С	An	An	6	Conduct Negotiations	150-MC-8003
Dimension	 Analyze cutural self-awarness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). An-An. 	С	An	An	7	Identify Operational Culture	150-MC-8001
	 Correlate the five dimensions of comprehensive fitness, and resilency skills. An-An 	С	An	An	8	Demonstrate Comprehensive Fitness	150-MC-8004
	 Analyze Lifelong learning, self-assessment, and goal setting attributes. Apply - self An-Ap. 	С	An	Ар	9	Conduct Self Development	150-MC-8005
K-Knowledge, C-Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation						⁶ Div / Corps / Theater A	Army; METL Tasks
Associated training tasks: https://rdl.train.army.mil/catalog/dashboard Gray shaded areas do not apply to this cohord							this cohort area

Mission Command ALA for Civilian Advanced Course (GS 13-15)

	GLOs	Educational Terminal Learning Objectives (TLO)	S	1 0			Associated Training Tasks	Reference
			-	S E	-		Build teams thru mutual trust	150-LDR-5001
			С	+	+		Create Shared Understanding	150-LDR-5007
	MC	1. Synthesize the six principles of the MC Philosophy. Assess in		S E	_		Provide the Commander's Intent	150-LDR-5004
	Philosophy	organization. S-E.	С	_	-		Exercise Disciplined Initiative	150-LDR-5006
			С		-		Use Mission Order Technique	150-LDR-5003
			С	+	+		Accept Prudent Risk	150-LDR-5002
					1		Lead the Operations Process	150-LDR-5100
					2		Inform & Influence Relevant Audiences	150-LDR-5005
					3		Develop Teams within Unit and UAP	150-LDR-5001
	MC Cdr/Ldr				4		Conduct Pre-Combat Inspections	150-LDR-5022
	Tasks				5		Organize the Staff for Operations	150-LDR-5013
				t	6		Direct Rapid Decision & Sync Process	150-LDR-5014
				t	7		Conduct Troop Leading Procedures*	150-LDR-5012
					1		Conduct the MC Opns Process (BDE/DIV/CORP/TA)*	71-BDE-5100*
					-	$\overline{}$		
				+	ł	1.1	Participate in Army Design Methodology	150-MC-8018
				+	ł	1.2	Participate in MDMP	150-MC-5111
						1.3	Develop a Running Estimate	150-MC-5144
				+	ł	1.4	Provide Input for IPB	150-MC-2210
				+	ł	1.5	Organize staff as CoS, XO, DCO	150-MC-0000
				+	ł	1.6	Perform Information Collection	150-MC-2300
0				+	ł	1.7	Participate in Receipt of a Mission	150-MC-5110
7				+	Plan	1.8	Participate in Mission Analysis	150-MC-5112
ב ע				+	ā		Recommend the CCIR	150-MC-5113
7				+	ł	1.10	Participate in COA Development	150-MC-5114
₹				+	ł	1.11	Participate in COA Analysis	150-MC-5115
Ċ,				+	ł	1.12	Participate in COA Comparison	150-MC-5116
ļ.,				+	ł	1.13	Conduct a COA Decision Brief	150-MC-5009
ADP/ADRP 5.0; ADP/ ADRP 6.0	MC Staff			+	ł	1.14	Prepare a Warning Order	150-MC-5117
2	Tasks			+	ł	1.15	Participate in COA Approval	150-MC-5121
₹	Tasks			+	ł	1.16	Prepare an Operations Order	150-MC-5119
				+	H	-	Conduct Risk Management	150-MC-5145
				+	Prep	1.18	Prenara a Fragmentary Order	150-MC-5122
					H	1.19	Prepare a Fragmentary Order Assist Cdr in Executing Tactical Opns	150-MC-5125 150-MC-5131
					ł	1.21	Assist Command Post Operations	150-MC-5131
				+	ł	1 22	Displace the Command Posts	150-MC-5201
					Execute	1.23		150-MC-5201
					Exe	1.24	Employ Operations Security	150-MC-5127
				+	ł	1.25	Conduct Military Deception Opns Control Tactical Airspace	150-MC-5715
					ł	1.26	Develop Civil Affairs Annex	150-MC-5400
				t	SS		Assess the Current Situation	150-MC-5130
				t	Asse	1.27	Refine the Plan	150-MC-5124
					2	1.20	Employ Info Related Capabilities	150-MC-5320
				H	3		Employ KM Processes	150-MC-7654
					4		Coordinate CEMA	150-MC-5900
					1		Establish the MC System	150-LDR-5252
					2		Establish Common Op Picture (COP)	150-MC-5315
					3		Employ MC Information System	150-MC-5313
	MC System				Δ		Integrate the MC Information System	150-MC-5251
					5		Conduct Information Protection	150-MC-5010
					6		Operate the MC Network	150-MC-5003
_	(new 1	I			U			
·-	knowledge, C-C	omprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation	1				*Opns Process for Bn and up; TLP	for Co and lowe
45	sociated trainin	ng tasks: https://rdl.train.army.mil/catalog/dashboard					Gray shaded areas do not apply to	this cohort are
f								

MCTEP

Professional Competence ALA for Civilian Advanced Course (GS 13-15)

	GLOs	Educational Terminal Learning Objectives (TLO)	S	10			Associated Training Tasks	Reference
					1		Describe Decisive Action	150-LDR-5034
						1.1	⁶ Conduct Force Projection (Div)	71-DIV-7300
						1.2	⁶ Conduct Force Projection (Corps)	71-CORP-7300
						1.3	[®] Conduct Campaign/Land Cbt Opns (Corps)	71-CORP-7000
						1.4	^θ Conduct Shaping Operations (Corps)	71-CORP-1270
						1.5	^θ Conduct Area Security (Div)	71-DIV-6500
						1.6	^θ Conduct MC for Theater (TA)	71-TA-5100
						1.7	⁶ Conduct RSOI (TA)	71-TA-1130
						1.8	^θ Coordinate Support for Theater (TA)	71-TA-5450
						1.9	^θ Establish Intel Interoperability (TA)	71-TA-2500
o	Combined				2		Describe Offensive Operations	150-LDR-5030
RP 3	Arms during					2.1	^θ Conduct Attack (Div)	71-DIV-7120
ADP/ADRP	Unified Land					2.2	^θ Conduct Attack (Corps)	71-CORP-7120
ADF	Opns					2.3	^θ Conduct Forcile Entry (Div)	71-DIV-1340
	•					2.4	^θ Conduct Forcile Entry (Corps)	71-CORP-1340
						2.5	⁶ Conduct Movement to Contact (Div)	71-DIV-7110
					3		Describe Defensive Operations	150-LDR-5031
						3.1	^θ Conduct Defense (Div)	71-DIV-7222
						3.2	^θ Conduct Defense (Corps)	71-CORP-7222
					4		Describe Stability Operations	150-LDR-5032
						4.1	⁶ Conduct Theater Security Cooperation (TA)	71-TA-5711
					5		Describe Defense Support to Civil Auth	150-LDR-5033
					6		Integrate Offensive Cyberspace Ops	150-MC-8013
					7		Integrate Defensive Cyberspace Ops	150-MC-8019
					8		Conduct DODIN Operations	150-MC-8017

Army Profession and Leadership ALA for Civilian Advanced Course (GS 13-15)

	GLOs	Educational Terminal Learning Objectives (TLO)	S	I	0		Associated Training Tasks	Reference
1		Align organizational programs, policies, and processes with the Army Profession. S-S.	С	S	S	1	Identify characteritics of the Army as a Profession	150-MC-8006
DP/ADR	Army Profession	2. Employ the Army Ethic at the Organizational Level. S-S	С	S	S	2	Apply the Army Ethic	150-MC-8008
A		 Integrate Character Development into Organizational Programs S. 	С	S	S	3	Analyze Army Character Development	150-MC-8009
2		4. Synthesize the three levels of leadership. Apply leadership in unit S-Ap.	С	S	Ар	4	Compare Leadership with Command	150-MC-8007
ADP 6-2		5. Synthesize leadership attributes and competencies to enable the practice of the MC philosophy. Apply leadership at unit S-Ap.	С	S	Ар	5	Analyze the Army Leader Requirements Model	150-MC-8014
		6. Synthesize Counselling, coaching, and mentoring. Apply at unit S-Ap	С	S	Ар	6	Compare Counseling, Coaching, and Mentoring	150-MC-8015

Human Dimension ALA for Civilian Advanced Course (GS 13-15)

Human Dimension ALA for Civilian Advanced Course (GS 15-15)								
GLOs	Educational Terminal Learning Objectives (TLO)	S	1	0		Associated Training Tasks	Reference	
		С	S	S	1	Apply Critical Thinking	150-MC-8012	
	 Synthesize critical - creative thinking components, and problem solving (ACT, GTM, Strategic Thinking). Apply in MDMP and ADM. S-S. 	С	s	S	2	Conduct Problem Solving	150-MC-8010	
		С	s	S	3	Apply Strategic Thinking	150-MC-8016	
		С	s	S	4	Apply Group Think Mitigation	150-MC-8011	
	2. Synthesize active listening, negotiation, verbal and written	С	S	S	5	Communicate Effectively	150-MC-8002	
Human	communication skills. S-S.	С	S	S	6	Conduct Negotiations	150-MC-8003	
Dimension	 Synthesize cutural self-awarness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). S-S. 	С	s	s	7	ldentify Operational Culture	150-MC-8001	
	4. Synthesize the five dimensions of comprehensive fitness, and resilency skills. S-S.	С	s	s	8	Demonstrate Comprehensive Fitness	150-MC-8004	
	 Synthesize Lifelong learning, self-assessment, and goal setting attributes. Apply - self S-Ap. 	С	s	Ар	9	Conduct Self Development	150-MC-8005	
K-Knowledge, C-C	Comprehension, Ap-Application, An-Analysis, S-Synthesis, E-Evaluation	⁶ Div / Corps / Theater A	Army; METL Tasks					
Associated training tasks: https://rdl.train.army.mil/catalog/dashboard Gray shaded areas do not apply to this cohol							this cohort area	

Recap of Terminal Learning Objectives for Army Civilians

ALA	GLOs	Foundations	Basic	Intermediate	Advanced
Mission Command	MC Philosophy	1. Identify the six principles of the MC Philosophy. K-K.	1. Explain the six principles of the MC Philosophy. C-Ap.	1. Analyze the six principles of the MC Philosophy. An-Ap.	1. Synthesize the six principles of the MC Philosophy. Assess in organization. S-E.
ALA	GLOs	Foundations	Basic	Intermediate	Advanced
sion	Army Profession,	1. Identify key concepts of the Army Profession K-K.	Communicate key concepts of the Army Profession C-C.	Examine key concepts of the Army Profession . An-An.	Align organizational programs, policies, and processes with the Army
rofes	Ethic, and Character	2. Employ the Army Ethic. K-Ap.	2. Employ Ethical Reasoning C-Ap.	2. Examine the Army Ethic. An-An.	2. Employ the Army Ethic at the Organizational Level S-E.
nd the F	Development	3. Identify key concepts of Character Development . K-K.	3. Employ Character Development C-Ap .	3. Integrate Character Development into unit activities An-An.	3. Integrate Character Development into Organizational Programs S-E.
rship ar		4. Define an Army leader and the purpose of leadership. K-K.	4. Describe command and leadership. C-C.	4. Analyze command and leadership. An-An.	4. Synthesize the three levels of leadership. Apply leadership in unit S-Ap .
Army Leadership and the Profession	Arny Leadership	 Recall the three attributes and three competencies of Leadership Requirements Model. K-K. 	5. Describe the three attributes and three competencies of Leadership Requirements Model. C-C.	5. Correlate the leadership attributes and competencies with the six MC philosophy principles. An-An.	5. Synthesize leadership attributes and competencies to enable the practice of the MC philosophy. Apply leadership at
Ā		6. Define Counselling, coaching, and mentoring. K-K.	6. Describe Counselling, coaching, and mentoring. C-C.	6. Correlate Counselling, coaching, and mentoring. An -	6. Synthesize Counselling, coaching, and mentoring. Apply
ALA	GLOs	Foundations	Basic	Intermediate	Advanced
		 Define aspects of critical- creative thinking and problem solving. K-K. 	Identify critical-creative thinking components and problem solving (ACT). C-C.	1. Correlate critical -creative thinking components and problem solving (ACT, GTM, Risk Management). Apply in MDMP. An-An.	Synthesize critical - creative thinking components, and problem solving (ACT, GTM, Strategic Thinking). Apply in MDMP and ADM. S-S.
nsion		2. Describe active listening, negotiation, verbal and written communication skills. K-K .	Demonstrate active listening, negotiaton, verbal and written communication	2. Analyze active listening, negotiation, verbal and written communication skills. An-An.	2. Synthesize active listening, negotiation, verbal and written communication skills. S-S.
Human Dimension	Human Dimension	3. Describe cutural self- awarness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including	3. Explain cutural self-awarness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including JIIM). C-C.	3. Analyze cutural self- awarness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including	3. Synthesize cutural self- awarness and cross cultural competence, related knowledge, attributes, and interpersonal skills (including
Ι		4. Describe the five dimensions of comprehensive fitness, and resilency skills. K-K.	4. Describe the five dimensions of comprehensive fitness, and resilency skills. C-C.	dimensions of comprehensive fitness, and resilency skills. An	·
		 Describe Lifelong learning, self-assessment, and goal setting attributes. Apply - self K- 	5. Describe Lifelong learning, self-assessment, and goal setting attributes. Apply - self C-	5. Analyze Lifelong learning, self-assessment, and goal setting attributes. Apply - self	5. Sythesize Lifelong learning, self-assessment, and goal setting attributes. Apply - self S-

Glossary

SECTION I – Acronyms and Abbreviations

of Criticals
Army doctrine publication
Army Learning Area
U.S. Army Mission Command Strategy Assessment Plan
Army Mission Command Strategy
U.S. Army National Guard
U.S. Army Service Component Command
brigade combat team
brigade
battalion
Combined Arms Training Strategies
civilian education system
command post exercise
center of excellence
common operational picture
combat training center
Department of the Army
doctrine, organization, training, materiel, leadership and education, personnel, and facilities
event menu matrices
U. S. Army Forces Command
general learning outcomes
Headquarters, Department of the Army
home station training
individual critical task list
Installation Management Command
Joint Multinational Readiness Center
Joint Readiness Training Center
mission command
Mission Command Center of Excellence
Mission Command Training Program
mission essential task list
National Training Center
Pre-Command Course
professional miliraty education
training and evaluation outlines
U.S. Army Training and Doctrine Command
unified land operations
warfighting function

MCTEP Glossary 1

warfighting exercise

WFX

SECTION II - Terms

civilian education system

Is the foundation of the Army's leader development program for all Army Civilians, providing progressive and sequential education courses throughout their careers.

collective training

Training either in institutions or units that prepares cohesive teams and units to accomplish their missions on the battlefield and in operations other than war. (TR 350-1)

command

The authority that a commander in the armed forces lawfully exercises over subordinates by virtue of rank or assignment. Command includes the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned missions. It also includes responsibility for health, welfare, morale, and discipline of assigned personnel. (JP 1-02)

commander's intent

A clear and concise expression of the purpose of the operation and the desired military end state that supports mission command, provides focus to the staff, and helps subordinate and supporting commanders act to achieve the commander's desired results without further orders, even when the operation does not unfold as planned. (ADP 6-0)

competency

A competency is a cluster of related knowledge and skills that affect a major part of one's job (a role or responsibility), that correlates with performance on the job, that can be measured against accepted standards and that can be improved via training and development.

control

The regulation of forces and warfighting functions to accomplish the mission in accordance with the commander's intent. (ADP 6-0)

doctrine

Doctrine, the "D" component in DOTMLPF, is fundamental principles by which the military forces, or elements thereof, guide their actions in support of national objectives. Principal MC-related doctrinal resources are ADPs 3-0, 5-0, 6-0, 6-22, and 7-0, their associated ADRPs, field manuals (FM), and ATPs. Every MC-related doctrine product or service improves Army MC, but when developed in combination with other DOTMLPF domains to address gaps, take advantage of opportunities, or solve issues, they collectively provide significant advancements in multiple areas. (AMCS, AR 71-9, AR 5-22, TR 71-20)

education

Instruction with increased knowledge, skill, and/or experience as the desired outcome for the student. This is in contrast to training, where a task or performance basis is used and specific conditions and standards are used to assess individual and unit proficiency.

facilities

Facilities include real property consisting of one or more of the following: a building, a structure, a utility system, pavement, and underlying land. Principal MC-related facilities include all real property and infrastructure supporting MC training, education, and experiences (i.e. mission training complexes). The Every MC-related facility helps improve Army MC, but when developed in combination with other DOTMLPF domains to address gaps, take advantage of opportunities, or solve issues, they collectively provide significant advancements in multiple areas. (AMCS, AR 71-9, AR 5-22, TR 71-20)

functional training

Training designed to qualify leaders, Soldiers, and Army Civilians for assignment to duty positions that require specific functional skills and knowledge. (TR 350-1)

indicator

In the context of assessment, an item of information that provides insight into a measure of effectiveness or measure of performance (ADRP 5-0)

institutional (generating) force

The institutional/generating force mans, trains, equips, deploys, and ensures the readiness of all Army forces and consists of Army organizations not assigned to a combatant commander whose primary mission is to generate and sustain the operating forces of the Army. (ADP-1)

integration

The process of comprehensive analysis, design, and assessment of requirements, concepts, and resources to combine and arrange DOTMLPF requirements and solutions to unify and improve warfighting capabilities. (TR 71-20)

land domain

The area of the earth's surface ending at the high watermark and overlapping with the maritime domain in the landward segment of the littorals. (JP1-02)

leader development

The deliberate, continuous, sequential and progressive process, grounded in Army values, that grows Soldiers and Army Civilians into competent and confident leaders capable of decisive action. Leader development is achieved through the lifelong synthesis of the knowledge, skills, and experiences gained through the developmental domains of institutional training and education, operational assignments, and self-development. (AR 350-1)

leadership and education

Leadership and education, the "L" component in DOTMLPF, defines leadership as the process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization. Education is continuous and progressive instruction and other programmed activity designed to develop knowledge, skills, and abilities. MC provides the framework for applying leadership at all levels and across all cohorts for maximum effect in the conduct of ULO. Every MC-related leadership and education product or service helps improve Army MC, but when developed in combination with other DOTMLPF domains to address gaps, take advantage of opportunities, or solve issues, they collectively provide significant advancements in multiple areas. (AMCS, AR 71-9, AR 5-22, TR 71-20)

maritime domain

The oceans, seas, bays, estuaries, islands, coastal areas, and the airspace above these, including the littorals. (JP1-02)

materiel

Materiel, the "M" component of DOTMLPF, encompasses all items necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes. Principal MC-related materiel resources include Soldier and leader dismounted equipment, platforms, command posts, transport, applications, software, power generation and other enablers, simulation equipment, infrastructures, and network services. Every MC related material product and service helps improve Army MC, but when developed in combination with other DOTMLPF domains to address gaps, take advantage of opportunities, or solve issues, they collectively provide significant advancements in multiple areas. (AMCS, AR 71-9, AR 5-22, TR 71-20)

mission command (philosophy)

The exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations. (ADP 6-0)

mission command system

The arrangement of personnel, networks, information systems, processes, procedures, facilities, and equipment that enable commanders to conduct operations. (ADP 6-0)

mission command warfighting function

The related tasks and systems that develop and integrate those activities enabling a commander to balance the art of command and the science of control to integrate the other warfighting functions. (ADP 6-0)

mission orders

Directives that emphasize to subordinates the results to be attained, not how they are to achieve them. (ADP 6-0)

operational (operating) force

The operational/operating force includes forces whose primary missions are to participate in combat and the integral supporting elements thereof. (ADP 1)

organization

Organization, the "O" component of DOTMLPF, encompasses units with varied functions enabled by a structure where individuals cooperate systematically to accomplish a common mission and directly provide or support warfighting capabilities. Principal MC-related organizational resources are outlined in tables of equipment, modified table of equipment, tables of distribution and allowances, and associated contractor support. Every MC related organization product and service helps improve Army MC, but when developed in combination with other DOTMLPF domains to address gaps, take advantage of opportunities, or solve issues, they collectively provide significant advancements in multiple areas. (AMCS, AR 71-9, AR 5-22, TR 71-20)

personnel

Personnel, the "P" component of DOTMLPF, encompasses development of manpower and personnel plans, programs, and policies necessary to man, support and sustain the Army. Principal MC-related personnel resources include aspects of personnel manpower plans, programs, and policies that govern assignments, career development, evaluations, promotions, and command selection. MC personnel broadly includes all Army leaders and Functional Areas designed to support mission command tasks (i.e. FA-29, electronic warfare; FA-30, information operations). Every MC related program or policy and service helps improve Army MC, but when developed in combination with other DOTMLPF domains to address gaps, take advantage of opportunities, or solve issues, they collectively provide significant advancements in multiple areas. (AMCS, AR 71-9, AR 5-22, TR 71-20)

prudent risk

A deliberate exposure to potential injury or loss when the commander judges the outcome in terms of mission accomplishment as worth the cost. (ADP 6-0)

standard

The AMCAP uses the term standard in a manner synonymous with the TRADOC Pamphlet 350-70-1, *Training Development In Support of the Operational Domain*, definition of task standard. The task standard provides the criteria for determining the minimum acceptable level of task performance under operating conditions. The same definition is used to standardize standards in the AMCAP and in the T&EOs (available on the Army Training Network or the Central Army Registry) that are used across the force on a daily basis. (TRADOC Pamphlet 350-70-1)

synchronization

The process of coordinating the timing of the delivery of capabilities, often involving different initiatives, to ensure the evolutionary nature of these deliveries satisfies the capabilities needed at the specified time that they are needed. Synchronization is particularly critical when the method of achieving these capabilities involves a family of systems or system of systems approach. (CJCSI 3170.01G)

training

An organized, structured process based on sound principles of learning designed to increase capabilities to perform specific military functions and associated individual and collective tasks. Training increases the ability to perform in known situations with emphasis on competency, physical and mental skills, knowledge, and concepts. Principal MC-related training resources include: training areas; ranges; combat training centers; conduct the MC operations process T&EO and associated individual and collective task lists; mission training complexes; installation as a docking station; TADSS; training support packages; Integrated Training Environment; and Army Training Network. Every MC-related training product and service helps improve Army mission command, but when developed in combination with other DOTMLPF domains to address gaps, take advantage of opportunities, or solve issues, they collectively provide significant advancements in multiple areas. (AMCS, AR 71-9, AR 5-22, TR 71-20)

training aids, devices, simulators, and simulations

A general term that includes combat training center and training range instrumentation, tactical engagement simulations, battle simulations (live, virtual, constructive, & gaming within integrated training environment), targetry, training-unique ammunition, and dummy, drill, and inert munitions. All of these are subject to the public laws and regulatory guidance governing the acquisition of materiel. (TR 350-1)

unity of command

The operation of all forces under a single responsible Commander who has the requisite authority to direct and employ those forces in pursuit of a common purpose. (JP 3-0)

warfighting function

A group of tasks and systems (people, organizations, information, and processes) united by a common purpose that commanders use to accomplish missions and train objectives. The warfighting functions serve as an intellectual organization for common critical functions. There are six warfighting functions in Army doctrine: mission command, movement and maneuver, intelligence, fires, sustainment and protection. (ADP 3-0)